



Bureau of the IUCN Council

2nd Meeting, 25 April 2022 - 11.00 AM to 1.00 PM UTC

Draft Agenda

11:00-11:05	Agenda Item 1: Introduction by the President and approval of the agenda
11:05-12:00	<p>Agenda Item 2: Council’s strategic objectives and priorities 2022-25</p> <p>On 8 February 2022, the Council held a first discussion on the strategic priorities and objectives for the term 2022-25, which will be continued and concluded with a decision on 18-19 May as required by Regulation 44<i>bis</i>. The standing committees have been invited to provide further inputs on this topic in view of enabling the Bureau to elaborate a proposal for discussion and decision in May. The Bureau will receive the inputs from FAC meeting 22 April, the GCC meeting 21 April and the PPC meeting 22 April 2022. The draft for Council’s consideration should be available by 4 May 2022.</p>
12:00-13:00	<p>Agenda Item 3: Follow-up from Council’s virtual meeting 8-10 February 2022 and preparations for the <i>in person</i> Council meeting 18-19 May 2022</p> <p>This will include, but not be limited to:</p> <ul style="list-style-type: none"> • Review of the draft agendas/timetable for the Council Induction 16 May and the Council meeting 18-19 May 2022 • Deadline for Councillors returning the Conflict of Interest Disclosure Form <p><u>Documents:</u></p> <ul style="list-style-type: none"> • Progress Tracker • Agenda of the 107th Council meeting approved on 8 February 2022 with revisions • Program/Agenda of the Council Excursion / Induction 15-17 May 2022

Time of the call in the Bureau members’ time zone:

Location	Local Time	Time Zone	UTC Offset
Washington DC (USA – District of Columbia)	Monday, 25 April 2022, 07:00:00	EDT	UTC-4 hours
Caracas (Venezuela)	Monday, 25 April 2022, 07:00:00	VET	UTC-4 hours
New York (USA – New York)	Monday, 25 April 2022, 07:00:00	EDT	UTC-4 hours
Ottawa (Canada – Ontario)	Monday, 25 April 2022, 07:00:00	EDT	UTC-4 hours
London (United Kingdom – England)	Monday, 25 April 2022, 12:00:00	BST	UTC+1 hour
Brussels (Belgium – Brussels)	Monday, 25 April 2022, 13:00:00	CEST	UTC+2 hours
Amman (Jordan)	Monday, 25 April 2022, 14:00:00	EEST	UTC+3 hours
Abu Dhabi (United Arab Emirates – Abu Dhabi)	Monday, 25 April 2022, 15:00:00	GST	UTC+4 hours
Delhi (India – Delhi)	Monday, 25 April 2022, 16:30:00	IST	UTC+5:30 hours
Sydney (Australia – New South Wales)	Monday, 25 April 2022, 21:00:00	AEST	UTC+10 hours
Corresponding UTC (GMT)	Monday, 25 April 2022, 11:00:00		

Progress Tracker - status 28 March 2022

Progress tracker

The present document is intended to track progress on all actions points agreed by Council and Bureau since the 2021 Congress

Origin: Council	Origin: Bureau
Completed	

#	Action required...	...by	Responsible	Timing	Status
1	Comments/suggestions from IUCN Members on the Draft Agenda C107 and 2022 Work Plan and Budget (document C107/1/1): <ul style="list-style-type: none"> Member comments related to the 2022 work plan and budget will receive an individual response from the DG comments related to TotalEnergies and the climate crisis commission will be considered at C107 in person in May 2022 	C107 Feb22	DG Council	19 May 22	
2	Conflict of interest disclosure form: <ul style="list-style-type: none"> Council members fill out, sign and return the form (attached to the Council's Code of Conduct) to the Secretary to Council by the end of C107 in person on 19 May 2022. 	C107 Feb22	Council members	19 May 22	
3	Council's strategic priorities and objectives for 2022-25: <ul style="list-style-type: none"> Secretariat sends Word version of the notes taken during the discussion (Miro white board) Standing Committee Chairs organize the committees' further inputs on this topic and transmit them to the President Bureau, with the support of the Secretariat, elaborates a proposal for discussion and decision in May 	C107 Feb22	Secretary Chairs FAC, PPC & GCC Bureau	4 May 22	
4	Director General's Report and Strategic Objectives 2022: <ul style="list-style-type: none"> The Director General will respond in writing, in advance of the May meeting, to the questions and comments from Council members raised in February on his report and proposed objectives incl. elaborating on his strategic objectives, adding quantifiable deliverables and clarifying how the proposed objectives deliver on the IUCN Programme. Discussion on the DG's objectives will focus on selected topics of strategic importance to IUCN identified and prepared in cooperation with the President. 	C107 Feb22	DG President/DG	4 May 22	
5	Work Plan and Budget 2022: <ul style="list-style-type: none"> FAC proposes to Council a process to develop the long-term financial strategy as outlined in FAC's Outcomes and 	C107 Feb22	FAC	4 May 22	

Progress Tracker - status 28 March 2022

	recommendations to Council and in Congress Decision 147 , in time for Council's consideration in May 2022				
6	Climate Crisis Commission: (DEC C107/2) <ul style="list-style-type: none"> approval of criteria for the positions of Interim Chair and Steering Committee member send criteria to IUCN Members and Commission members inviting them to send expressions of interest by 28 April propose to Council candidates for Interim Chair Council appoints Interim Chair (IC) IC proposes to Council names for Interim Steering Committee (ISC) with support of the Bureau Council approves membership ISC IC and ISC propose to Council draft ToR for the Commission undertake the gap analysis in time to distribute to Council Bureau referred to Council in May the question in which capacity the Interim Chair will be invited to participate in the Council 	C107 Feb22	Bureau Secretariat Bureau Council IC/Bureau Council IC / ISC PPC Council	10 Mar 22 17 Mar 22 4 May 22 19 May 22 30 Jun 22 31 Jul 22 15 Oct 22 4 May 22 19 May 22	Call for EOI & criteria approved by Council 12 March 2022 Criteria sent to IUCN Members & Commission Members 17 March 2022
7	Status of the discussion on climate and biodiversity: <ul style="list-style-type: none"> DG explains to Council the process and timing of engaging Council and the Commissions, with suggestions of how to improve and clarify it 	C107 Feb22	DG	18 May 22	
8	Membership dues: <ul style="list-style-type: none"> Bureau establishes a working group to work with the Secretariat to enable Council to fully understand the membership issues raised and to propose options to solve them Compile a dossier about what Councillors agreed and will communicate to IUCN Members 	C107 Feb22	Bureau President		<ul style="list-style-type: none"> Approved by Bureau 4 March (B1/3); validated by Council 28 March) President's communication to Council, IUCN Members and members of the Secretariat 28.02.2022
	<ul style="list-style-type: none"> Council WG delivers report to Council on the first part of its mandate (study issues with regard to the recent increase of membership dues resulting from 2021 Congress decision 152 & options to resolve them) Council WG delivers report to Council on second part of its mandate (requested by 2021 Congress Decision 152) 	B1/3 Mar22	Council WG Council WG	20 Apr 22 28 Oct 22	
9	Next World Conservation Congress: <ul style="list-style-type: none"> add the two proposed secondary criteria to the detailed Statement of requirements to be issued to the pool of candidates for the bidding process 	C107 Feb22	DG		

Progress Tracker - status 28 March 2022

10	<p>Calendar of Council meetings 2022-25:</p> <ul style="list-style-type: none"> • Council members who have objections to the proposed dates for Council (C108 and following) write to the President • President confirms the date of the 108th Council meeting • President confirms the dates for the Council meetings in 2023-24 during C107 in person in May 	C107 Feb22	Council members President President	11 Mar 22 11 Mar 22 19 May 22	
11	<p>Calendar of Bureau meetings 2022</p> <ul style="list-style-type: none"> • Issue Doodle poll to determine the date of meetings in April, June and September 	B1 Mar22	Secretary		
12	<p>Process for dealing with letters addressed to the Council</p> <ul style="list-style-type: none"> • In response to a request from Bureau members to be informed about the response given to letters addressed to Council, the President explained that she was going to elaborate with the Secretary to Council a process for dealing with letters addressed to the Council and bring it to the Council's attention. 	B1 Mar22	President & Secretary		

**107th Meeting of the IUCN Council (Part II)¹**

18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Agenda with proposed revisions

(Based on the C107 Agenda approved by Council during its virtual meeting on 8 February 2022)

Preliminary notes:

- Sections highlighted in green have been COMPLETED at C107 (Part I - virtual) in February 2022.
- Sections in red character present PROPOSED REVISIONS to the C107 Agenda, for Council approval in May.
- When **APPROVAL** is highlighted, it means that a Council decision is required.
- The meeting will be suspended for short breaks (15') from 10:30-10:45 and from 15:30-15:45.
- Documents with hyperlinks have been posted in the Union Portal.
- All other documents listed hereafter will be prepared in time for distribution on 4 May 2022 at the latest.

Wednesday 18 May 2022	
08:30-08:45	<p>Agenda Item 1: Introduction by the President and APPROVAL of revisions to the agenda</p> <p>Council approved the agenda of its 107th meeting on 8 February 2022 (Decision C107/1). The proposed revisions pertain to topics emerging in the period February to May 2022 following the postponement of the Council meeting in person (Part II of C107) to May 2022.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/1/2 Agenda with proposed revisions (the present document)
08:45-10:00	<p>Agenda Item 2: Director General's Report and Strategic Objectives 2022 (continued)</p> <p>The Director General will respond in writing, in advance of the meeting, to the questions and comments from Council members raised in February on his report and proposed objectives incl. elaborating on his strategic objectives, adding quantifiable deliverables and clarifying how the proposed objectives deliver on the IUCN Programme. Discussion on the DG's objectives will focus on selected topics of strategic importance to IUCN identified in cooperation with the President, followed by APPROVAL of the DG's objectives.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/2/2 Complement to the Director General's report to Council • C107/2/3 Complement to the Director General's strategic objectives 2022
10:00-11:30	<p>Agenda Item 2bis: Annual Report and Financial Statements 2021</p> <p>Article 83 of the Statutes requires the Director General to "submit to the Council an annual report on the activities of IUCN, together with an account of the income and expenditure and a balance sheet as at the end of the year and proposals for future activities. When approved by the Council, this report shall be communicated to the Members of IUCN." The Annual Report will be available for comments prior to the May Council meeting. The FAC will review the Financial Statements 2021 together with the external auditors' report and make recommendations to Council. Council will subsequently be invited to APPROVE the Annual Report and Financial Statements 2021.</p> <p><u>Documents:</u></p>

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¹ Part I of the 107th Council meeting was held virtually on 8, 9 and 10 February 2022. Decisions of C107 (Part I – virtual) have been published [here](#). The May meeting will be preceded by a Council **excursion induction and retreat on 16-17 May, including the visit to the World Trade Organization to central Switzerland including the Council retreat from 15-17 May 2022.**

	<ul style="list-style-type: none"> • C107/2bis/1 Annual Report 2021 • C107/2bis/2 Financial Statements 2021 • C107/2ter/3 Report of the external auditor • C107/2bis/1 Outcomes and recommendations of FAC3 and FAC4 meetings held in April 2022
11:30-12:30	<p>Agenda Item 2ter: FAC's report on other aspects of its oversight role</p> <p>The FAC will also report to Council (through its written report and verbally during the meeting as required) on the financial update 2022 and other aspects of its role to <i>“assist the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.”</i> (ToR of the FAC)</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/2bis/1 Outcomes and recommendations to Council of the FAC3 and FAC4 meetings held in April 2022
12:30-13:30	Lunch break
13:30-16:45	<p>Agenda Item 3: Follow-up to 2021 Congress Resolutions/Decisions</p> <p>Review of actions required from Council as specified in 2021 Congress Resolutions and Recommendations. Council may wish to assign its standing committees to oversee the timely implementation of specific actions and present recommendations to Council as and when required. PPC will have discussed the process and timeline for implementation of Resolutions on Programme and policy at its meeting in April 2022.</p> <p>Note that 2021 <i>Congress Decision-147 “Strategic Vision incl. Financial Strategy and Strategic Plan for the Union”</i> will be discussed under Agenda Item 4.</p> <p>In particular, the following require discussion / DECISION of the Council at its 107th meeting:</p> <p>3.1 Resolution-110 – Establishing a Climate Crisis Commission</p> <p>Based on the Call for expressions of interest (EOI) incl. criteria approved by Council on 12 March 2022 (DEC C/1), and the EOI received from IUCN Members and Commission members, Council will appoint the Interim Chair of the Climate Crisis Commission on a recommendation of the Bureau (DEC C107/2). By the same decision C107/2, PPC was requested to produce the “gap analysis”. The Bureau referred to Council the question in which capacity the Interim Chair will participate in the Council (Summary Minutes B1, 4 March 2022).</p> <p>3.2 Membership of the Advisory Group for the Revision of the Statutes (Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress) See DEC C107/3</p> <p>3.3 2021 Congress Review / Lessons learned</p> <ul style="list-style-type: none"> • In his capacity as chair of the Resolutions Committee of the 2021 Congress, Jon Paul Rodriguez will present the Resolutions Committee's lessons learnt and recommendations on a process leading to change for future motions processes. • Issues raised by IUCN Members regarding the procedures for urgent and new motions (letter NRDC 22 November 2021). • Request for a review of the 2021 Congress. <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/3/1 Congress 2021 - Overview of calls for action by the IUCN Council, the DG and President • C107/3/4 Lessons learned from the motions process – by the 2021 Congress Resolutions Committee • C107/3/5 Outcomes and recommendations to Council of the PPC2 meeting held in April 2022

	<ul style="list-style-type: none"> • 2021.11.22 Letter NRCD and other IUCN Members re Motions Process w. attachment • 2021 IUCN World Conservation Congress Participant Survey Report and other Congress Outcomes and Highlights
16:45-17:45	<p>Agenda Item 4: Council's strategic objectives and priorities 2022-25</p> <p>"At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall APPROVE strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis." (Regulation 44bis). The standing committees will be invited to provide inputs and the Bureau will subsequently elaborate a proposal for discussion and decision in May.</p> <p>This item will include, among others, the development of a <i>Strategic Vision incl. Financial Strategy and Strategic Plan for the Union</i> (2021 Congress DEC-147). In February 2022, the Council requested FAC to prepare a process for the development of the long-term financial strategy as outlined in FAC's Outcomes and recommendations to Council and in Congress Decision 147, in time for Council's consideration in May 2022.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/4/1 Draft strategic objectives and priorities of Council 2022-25 • C107/2bis/1 Outcomes and recommendations to Council of the FAC3 and FAC4 meetings held in April 2022
17:45-18:00	<p>Agenda Item 10.5: Information on the process for the evaluation of the Director General (in camera session)</p> <p>By the President and Vice-Presidents acting as evaluation committee of the Director General. [Regulation 48(c)(v)]</p>
18:00-19:30	<p>Council dinner (cafeteria)</p>

Thursday 19 May 2022

08:30-09:30	<p>Agenda Item 5: Status of the discussion on climate and biodiversity</p> <p>During the Council meeting in February 2022, the Director General provided an overview of IUCN's engagement with CBD COP15 and the plans for Kunming. In response to questions about the process for Council's input on IUCN's engagement leading up to CBD COP15 and other global policy processes, the DG committed to explaining in May the process and timing of engaging Council and the Commissions, with suggestions of how to improve and clarify it.</p>
	<p>Agenda Item 6: Work plan and budget 2022</p> <p>Council will be invited to discuss and APPROVE the <i>Work plan and budget 2022</i> presented by the Director General, taking into account the recommendations of the Finance and Audit Committee (FAC) and the Programme and Policy Committee (PPC). See DEC C107/4</p>
09:30-11:15	<p>Agenda Item 7: Constituency issues</p> <p>The Council, taking into account the recommendations of the Governance and Constituency Committee (GCC), will be invited to APPROVE:</p> <p>7.1 applications for IUCN membership and for change of membership category.</p> <p>In addition to the membership applications already approved at its virtual meeting in February 2022 (DEC C107/5), the Council will receive new applications for consideration in May, as well as applications from Members who wish to change membership category. Council will also be informed of Members changing their name.</p>

	<p>7.2 application for recognition of</p> <p>7.2.1 an Interregional Committee for Europe, North and Central Asia, including appointment of a Council representative to this Committee, and</p> <p>7.2.2 The North Africa Regional Committee.</p> <p>The Council will also discuss:</p> <p>7.3 the recent increase of membership dues for a number of IUCN Members and the dues structure for subnational governments.</p> <p>Based on a report from the Council Working Group established by Bureau decision B1/3 on 18 March 2022.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/7/2 Request for recognition of an Interregional Committee • C107/7/5 Membership applications • C107/7/6 Applications for change of membership category and notifications of name change • C107/7/7 Request for recognition of the North Africa Regional Committee • C107/7/8 Outcomes and recommendations to Council of the GCC2 meeting held in April 2022 • C107/7/9 Report of the Council Working Group on Membership Dues
11:15-11:30	<p>Agenda Item 8: Appointments</p> <p>8.1 Approval of the Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC) [Article 50 of the Statutes, Regulations 59 and 60] DEC C107/6</p> <p>8.2 Appointment of the Vice-Presidents [Article 46 (j) of the Statutes, Regulations 45 (c) and 48 (c)] DEC C107/6</p> <p>8.3 Appointment of the members of the Bureau of the IUCN Council [Article 49 of the Statutes, Regulations 57 and 58] DEC C107/6</p> <p>8.4 Appointment of the Legal Adviser [Article 46 (o) of the Statutes, Regulations 45 (d) and 87]</p> <p>8.5 Additional appointments of members of the Steering Committees of the IUCN Commissions (<i>Additional to the appointments already made by Council decision C106/4</i>) DEC C107/7</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/8.4/1 Appointment of the Legal Adviser
	<p>Agenda Item 9: Next IUCN World Conservation Congress</p> <p>Council will be invited to CONFIRM that the next Congress will be held in 2025 based on Article 24 of the Statutes and to APPROVE the criteria for the selection of the Host Country. DEC C107/8</p>
11:30-12:30	<p>Agenda Item 10: Any Other Business</p> <p>10.1 IUCN engagement with TotalEnergies</p> <p>Council will be invited to discuss the risks and opportunities of a potential project of engagement with TotalEnergies.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/10.1/1 IUCN engagement with TotalEnergies
12:30-13:30	<p>Lunch break</p>
	<p>Agenda Item 10: Any Other Business (continued)</p>

13:30-13:45	10.2 High-level calendar of external events in 2022
13:45-14:15	10.3 Update on impact of the Covid-pandemic on IUCN
14:15-15:15	<p>10.4 Situation in Ukraine</p> <ul style="list-style-type: none"> • Letters from the French National Committee 7 March 2022 and US National Committee 4 April 2022 – procedure Article 13 of the Statutes and selection process for the next World Parks Congress • IUCN public statement • Letter from the Interregional Committee Europe, North and Central Asia regarding an IUCN Mission to Ukraine <p>10.5: Information on the process for the evaluation of the Director General (<i>in camera session</i>)</p> <p>This item will have been dealt with on 18 May from 17:45 to 18:00.</p>
15:15-15:30	<p>10.6 Dates of the Council meetings in 2023-24</p> <p>The Secretary to Council will present the dates for the Council meetings in 2023-24. The President will convene the Council on these dates taking into account the feedback from Council members.</p> <p>Note: the proposed new agenda item 10.5 <i>Information on the process for the evaluation of the Director General (in camera session)</i></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • C107/10.5/1 Dates of the Council meetings in 2023-24
15:30-15:40	Agenda Item 11: Closing remarks by the President
16:00-18:00	Meetings of the Standing Committees of the Council



IUCN Council Induction/Retreat

Monday 16th and Tuesday 17th May 2022
IUCN headquarters, Gland (Switzerland)

Draft Agenda

Objectives of the Induction: 1) Achieve a shared understanding of the role of the IUCN Council and the individual responsibilities of Council members; 2) Come to grips with the Strategy process.

Monday 16 May 2022		
08:30-08:40	Topic 1: Opening Overview of agenda	President
08:40-09:10	Topic 2: Brief introduction to IUCN a. IUCN's mission, vision and objectives (functions) b. IUCN Members and components	a. 5' by the President b. 10' by the chair of GCC + 15' Q&A
09:10-09:45	Topic 3: Role of the IUCN Council as the "board" of IUCN a. Council's roles/functions: set strategic direction, provide oversight, fulfill fiduciary responsibilities b. Role of the Bureau c. Role of the Standing committees, working groups and task forces	by VP Peter Cochrane + Secretary 10' 10' 10' • The four pillars of Board effectiveness, D. Cossin, IMD, 2014
09:45-10:30	Topic 4: Information architecture – the Planning and Reporting Framework The information required by Council to effectively carry out its responsibilities	10' by the DG + 35' Q&A • Annex 2 of the Council Handbook (p. 36-37)
10:30-10:45	Break	
10:45-11:30	Topic 5: IUCN positioning in the intergovernmental dialogue on climate and biodiversity	10' by the DG + 35' Q&A
11:30-12:30	Topic 6: Individual responsibilities of Council members Highlights from the Statutes, Code of Conduct and Council Handbook: a. Diligence, integrity, highest standards of ethical conduct b. Conflict of interest c. Personal capacity v. links with Members, National and Regional Committees d. Public statements e. Performance Commitment	By VP Hilde Eggermont and Imen Meliane + Secretary 5' 5' Chair FAC explains Council's Code of Conduct; 10' External auditor (PwC) gives examples that are relevant for IUCN Council; 15' Q&A 5' 10' 5' Legal Adviser on IUCN Data Protection

	f. Conduct in the process of selecting the venue of the next World Conservation Congress	Policy 5'
12:30-13:30	LUNCH	
13:30-15:30	Topic 7: IUCN Strategy – first discussion on the Strategy (2021 Congress decision 147), the outcomes of which will be summarized during C107 and form the basis of a Council decision on process/roadmap	10' DG explains the Congress decision and what led the previous Council to propose the development of a Strategy 110' Discussion, led by the President or a Councillor, on: <ul style="list-style-type: none"> • What should IUCN be in 20 years' time? What impact IUCN should make? • How to get there? • Should IUCN's governance change in order to support the Strategy vision? • How much time / funds should we spend on the Strategy process? • What type of Intersessional Council working group with IUCN Members should lead the development of the Strategy?
15:30-15:45	Break	
15:45-17:45	Topic 8: The possible role of IUCN in armed conflict situations	
17:45-18:00	Topic 9: Wrap-up / action points	Led by the President, with support from the rapporteur (Sabrina Nick)

Tuesday 17 May 2022		
08:30-12:00	Topic 10: Community building exercise	(Location to be determined)
12:00-13:00	LUNCH	
13:00	Departure for Geneva (unless the morning activity is held in Geneva)	
14:00-17:00	Topic 11: Visit World Trade Organization	<ul style="list-style-type: none"> • See note <u>attached hereafter</u>
	DINNER (Location to be confirmed)	

11 April 2022



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

2nd Meeting of the Bureau of the IUCN Council
by conference call, 25 April 2022, from 11 AM to 1 PM UTC

Draft Summary Minutes

(For review by Bureau members)

Attendance: The list of participants is attached hereafter as Annex A.

Agenda Item 1: Introduction by the President and approval of the agenda (Bureau document B2/1)

The Bureau approved the draft agenda without modifications.

DECISION B2/1

The Bureau of the IUCN Council,
Adopts the agenda of its 2nd Meeting. (**Annex 1**)

Agenda Item 2: Council's strategic objectives and priorities 2022-25

The President recalled that on 8 February 2022, the Council held a first discussion on its strategic priorities and objectives for the term 2022-25. As requested, the standing committees had discussed this topic. Sue Lieberman and Peter Cochrane presented PPC's suggested revisions ([document B2/2/1](#)) which focused on outcomes rather than outputs. FAC and GCC had put in place a process to provide input in a few days' time.

Bureau members made the following observations:

- Council should discuss whether / how to measure whether we achieved objectives. While it may not always be possible to measure outcomes (what we change out there) as they will be determined by the external environment and not solely by IUCN's actions, it was thought that in addition to outputs (what we do), some outcomes were measurable (e.g. growing membership and Members' value).
- Under governance, specify that the line about new reforms of Statutes is really about increasing IUCN's agility to act as requested by 2021 Congress decision 148.
- Summarizing the discussion in FAC, the Treasurer explained that FAC would adopt a 2-phase approach: in a first phase, in the short term, to strengthen the existing financial structure based on what we have, covering the following fundamental points, with the advice of an external consultant: 1) realistic reserves target; 2) bridge the gap to where we ought to be; 3) revenue diversification; 4) adapt the organizational structure to where we want to be; 5) a holistic approach to investment needs. A second phase in the latter part of 2022 would be to develop a financial strategy to support an emerging broader long-term organizational strategy.
- The Director General explained that the question yet to be resolved was whether the financial strategy was to be developed in order to support the 20-year strategic vision when it had been defined, or whether the Financial Plan 2021-24 adopted by the IUCN membership was to be revised. The Treasurer clarified that in order to put in place a new strategy, the existing foundations needed to be strong and that the points to be studied will inform the long-term organizational strategy.
- Add impact to be achieved at the occasion of COPs 27 and 28 being held in the Arab world. It could be added under "international positioning" or as a separate line but needs to be presented as a broader effort than only a priority for the President. In order to reduce IUCN's dependency on North-Atlantic region for funding, the DG suggested that a more strategic engagement was required in both Asia and the Arab world.
- The President and Chair of PPC accepted to redraft Priority 5, better articulating the COPs held in 2022, as well as the process on oceans, to strengthen IUCN's impact.
- Youth and indigenous peoples needed to be mentioned explicitly, looking at both through different lenses as we boldly transform our vision and communication with Members.
- Council must prioritize as the list of priorities and objectives is growing. Keep the list as a "living document" in order to accommodate emerging needs during the term.

- The DG reminded that “Priorities and objectives 2022-25” concerns actions to have effect within the current term, which means that any change of the Statutes will be for the 20-year Strategy. He also asked that Council made the link between actions and resources required to implement them, and suggested that the Secretariat could propose support on a number of priorities/objectives by C108 (November 2022).

The President concluded the discussion explaining that there was consensus to work with the five high level priorities, to include further input from the standing committees, to add indigenous peoples and youth constituency engagement in a more direct way, to articulate the wording concerning institutional positioning, to strengthen impact as much as possible, and to have Council approve it in principle in May while thereafter maintaining it as a living document. In order to be more agile, she also suggested that following Council approval, the Bureau considers the resource issues and timeline.

The President requested the Vice-Presidents together with the Treasurer to revise the document in light of the Bureau discussion and incorporate the inputs from the standing committees before making it available as a document for discussion in C107.

Agenda Item 3: Follow-up from Council’s virtual meeting 8-10 February 2022 and preparations for the *in person* Council meeting 18-19 May 2022

The Secretary to Council introduced the draft agendas for the Council induction/retreat ([document B2/3/3](#)) and C107 ([document B2/3/2](#)), which the President had circulated to Council on 12 April 2022, for comments by 22 April as well as the comments he had received from the Vice-Presidents as well as Council member Maud Lelièvre.

The Bureau considered the following modifications to:

1. The draft agenda for the Council induction/retreat:

- The meetings of 16-17 May should be called a retreat which will in fact only contain a small part of induction. Three main topics will be:
 - a) the structure of IUCN and how its component parts interact, in particular the reporting and accountability lines. Particular interest was expressed to become familiar with the structure of the Secretariat and the DG’s strategic initiatives.
 - b) The 20-year strategic vision.
 - c) Individual responsibilities of Council members.
- Sessions on key topics should be facilitated by an external person and apply a variety of methodologies, encourage open discussion between all participants, members of Council as well as of the Secretariat. The DG will hire the facilitator. The President, DG, Kristen Walker and Sean Southey will work together how to structure/moderate each session.
- The DG explained that the members of the Secretariat’s Executive Board will attend (i.e. the Deputy Director Generals and the Chief Financial Officer), the Legal Adviser, the Secretary to Council and his two team members, plus specific staff invited for specific items incl. staff connected remotely (if time permits).
- In response to requests for opportunities to interact with the staff, the DG suggested that morning and afternoon breaks will be extended to 30’, that lunches inside or outside can be used to sit together, and that a buffet reception will be offered to Council and all interested staff after the end of the Council meeting at 17:30 on Monday.
- It was suggested to ask Sonia Pena Moreno and Sandeep Sengupta to facilitate Topic 5 “IUCN positioning in the intergovernmental dialogue on climate and biodiversity”.
- The sessions called “community building exercise” and about the possible role of IUCN in armed conflict will be abandoned in order to provide time for a more externally focused discussion on IUCN’s role in a changing world versus the space we occupy now, which would provide input to the Strategy discussion on Tuesday morning.
- Show the links between both agendas where the retreat provides input for discussion / decision during the formal Council meeting of 18-19 May. Possibly add an agenda item to C107 to formally capture / record action points from the retreat.
- In order not to lose its informal character, and the flexibility to change methodology and split in breakout groups, there will be no simultaneous interpretation to/from the official IUCN languages. Care will be taken to offer language support to individual Council members as needed.
- In response to questions about the purpose of the visit to WTO, the DG explained that one should not underestimate the importance of WTO for biodiversity conservation. IUCN should be able to influence the dialogue and agreements, and possibly play a role in the dispute settlement mechanism, on international trade because most products circulating in the world

have a link with nature or whose manufacturing has an impact on nature. IUCN should seek to be recognized as a partner for WTO.

2. The draft agenda C107:

- It should be made more explicit under Item 3 that all Resolutions requiring action from Council will be reviewed in view of deciding a process leading their effective implementation by 2025, noting that PPC has already been giving this attention. Time for item 2bis/ter could be shortened to free up space on the timetable.
- Regarding the Advisory Group for the Review of the Statutes: a discussion should focus on the actual implementation of 2021 Congress decision 148 and how Council will work with this group.
- Both the evaluation of the DG and the appointment of the Legal Adviser should be referred to the *in camera* session, the latter in the presence of the DG, the first without him.
- Some of the items under AOB should be moved to other parts of the agenda.
- Noting that all official Covid-related restrictions have been lifted in Switzerland, despite the fact that coronavirus is still circulating, the President suggested that some guidelines for Covid-related measures will be elaborated in order for all Council members to feel safe and confident that due attention is paid to health during their stay in Switzerland.

The President concluded the Bureau by inviting Bureau members to communicate any additional suggestions for the agendas until the meetings opened.

List of participants

Members of the Bureau:

Razan Al Mubarak, President, Chair
Nihal Welikala, Treasurer
Peter Michael Cochrane, Vice-President
Hilde Eggermont, Vice-President
Sue Lieberman, Chair PPC
Vivek Menon, Chair GCC
Kristen Walker, Representative Commission Chairs
Bibiana Sucre, Councillor elected from the Regions
Bruno Oberle, Director General

Apologies:

Said Damhoureyeh, Councillor elected from the Regions
Rick Bates, Chair FAC

Other participants:

Antonia Mihaylova, Special Adviser to the Director General
Sandrine Friedli Cela, Legal Adviser
Luc De Wever, Secretary to Council
Louise Imbsen, Governance Assistant



Bureau of the IUCN Council

2nd Meeting, 25 April 2022 - 11.00 AM to 1.00 PM UTC

Agenda

11:00-11:05	Agenda Item 1: Introduction by the President and approval of the agenda
11:05-12:00	<p>Agenda Item 2: Council's strategic objectives and priorities 2022-25</p> <p>On 8 February 2022, the Council held a first discussion on the strategic priorities and objectives for the term 2022-25, which will be continued and concluded with a decision on 18-19 May as required by Regulation 44<i>bis</i>. The standing committees have been invited to provide further inputs on this topic in view of enabling the Bureau to elaborate a proposal for discussion and decision in May. The Bureau will receive the inputs from FAC meeting 22 April, the GCC meeting 21 April and the PPC meeting 22 April 2022. The draft for Council's consideration should be available by 4 May 2022.</p>
12:00-13:00	<p>Agenda Item 3: Follow-up from Council's virtual meeting 8-10 February 2022 and preparations for the <i>in person</i> Council meeting 18-19 May 2022</p> <p>This will include, but not be limited to:</p> <ul style="list-style-type: none"> • Review of the draft agendas/timetable for the Council Induction 16 May and the Council meeting 18-19 May 2022 • Deadline for Councillors returning the Conflict of Interest Disclosure Form <p><u>Documents:</u></p> <ul style="list-style-type: none"> • Progress Tracker • Agenda of the 107th Council meeting approved on 8 February 2022 with revisions • Program/Agenda of the Council Excursion / Induction 15-17 May 2022

Time of the call in the Bureau members' time zone:

Location	Local Time	Time Zone	UTC Offset
Washington DC (USA – District of Columbia)	Monday, 25 April 2022, 07:00:00	EDT	UTC-4 hours
Caracas (Venezuela)	Monday, 25 April 2022, 07:00:00	VET	UTC-4 hours
New York (USA – New York)	Monday, 25 April 2022, 07:00:00	EDT	UTC-4 hours
Ottawa (Canada – Ontario)	Monday, 25 April 2022, 07:00:00	EDT	UTC-4 hours
London (United Kingdom – England)	Monday, 25 April 2022, 12:00:00	BST	UTC+1 hour
Brussels (Belgium – Brussels)	Monday, 25 April 2022, 13:00:00	CEST	UTC+2 hours
Amman (Jordan)	Monday, 25 April 2022, 14:00:00	EEST	UTC+3 hours
Abu Dhabi (United Arab Emirates – Abu Dhabi)	Monday, 25 April 2022, 15:00:00	GST	UTC+4 hours
Delhi (India – Delhi)	Monday, 25 April 2022, 16:30:00	IST	UTC+5:30 hours
Sydney (Australia – New South Wales)	Monday, 25 April 2022, 21:00:00	AEST	UTC+10 hours
Corresponding UTC (GMT)	Monday, 25 April 2022, 11:00:00		