



**Documents of the 71<sup>st</sup> Meeting of the Bureau of the IUCN Council**  
Gland, 29-30 August 2017

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**A. SUMMARY MINUTES OF THE 71<sup>st</sup> BUREAU MEETING (with Annex A and 1 to 3)**



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

71<sup>st</sup> Meeting of the Bureau of the IUCN Council  
held in person on 29-30 August 2017 at the IUCN Headquarters, Gland (Switzerland)

## Summary Minutes

*Present: see [Annex A](#) attached hereafter*

*Preliminary note:*

- a. *Unless stated otherwise, all decisions of the Bureau were adopted by consensus*
- b. *To avoid unnecessary repetition, the present summary minutes do not summarize presentations if their content is reflected in the documents or PowerPoint presentations to which reference is made in, or which are annexed to the present summary minutes*

### Tuesday 29 August 2017 from 9:00 to 19:00

#### **Agenda Item 1. President's opening remarks and approval of the agenda [[Bureau document B/71/1](#)]**

Welcoming the members of the Bureau and the Director General, the IUCN President invited the Bureau members to approve the draft agenda of the 71<sup>st</sup> meeting which he merely considered a continuation of the previous Bureau meeting held in person in May 2017. Being a small but representative body, the Bureau was well placed to discuss and solve issues on the basis of the authority delegated to the Bureau by the Council. The Bureau approved the agenda with a small number of changes. With reference to the point added under Agenda Item 6 regarding the support required to enable Council, its standing committees, task forces etc. to carry out their functions, the IUCN President recalled that he and the Vice-Presidents had advised the chairs of the standing committees, taking into account their responsibilities and work load, not to take on other assignments in the context of the IUCN Council.

#### **BUREAU DECISION B/71/1**

The Bureau of the IUCN Council,  
adopts the agenda of its 71<sup>st</sup> Meeting. ([Annex 1](#))

#### **Agenda Item 2. Update on the follow-up to the outcomes of recent Council and Bureau meetings and decisions of the Bureau, as required [[Bureau document B/71/2/1](#)]**

Following presentation by the Secretary to Council of the status of follow-up actions required by decisions and minutes of the Bureau and the Council since February 2017, the table was updated on a small number of points.

#### **Agenda Item 3. Strategic session to discuss and appraise IUCN's performance**

##### **a. The financial situation and income generation**

The Director General (DG) presented an update on the status of resource mobilisation and finance. ([PPT presentation B/71/3a PPT - Resource Mobilisation and Finance Update](#))

During the discussion, the following points were made:

- In response to questions whether the deficit spending authority hasn't been used already because of the 1.8 m deficit of 2016, and which was unexpectedly compensated by a 1.6 m surplus from the 2016 IUCN Congress and why the deficit could not have been foreseen at budgeting time, the Treasurer explained that it was not unusual to see IUCN Congresses result in a surplus which, in 2016, set off the decline in framework income. He further stated that The Financial Plan 2017-20 approved by the 2016 Congress included a 2.0 m deficit due to the cost of the change process, the financial consequences of which were ultimately moved to the 2017 Budget. The Financial Plan 2017-20 also showed that by 2020 the initial deficit would be recovered and reserves rebuilt up to their 2016 level. The Director General explained that IUCN had failed for too many years to use the opportunity of a budget surplus in order to make investments for the future and had therefore chosen to invest in a change process in 2016 which took more time and would only finish in 2017. Every effort is being made to reduce the deficit to the minimum investment required to achieve the objectives of the change process.
- It was generally accepted that IUCN should as much as possible work towards a no-deficit/break-even budget despite IUCN Congress approval of deficits in the four-yearly Financial Plan. The DG and the Treasurer were confident that 2018 should end with a break-even or even better, a surplus which would increase the reserves.
- In response to the concern that Framework Partners had only paid a relatively small portion of the amounts committed for 2017, the DG reassured the Bureau that, based on her communications with the responsible officials and her insights into the administrative processes of the administrations involved, she was confident that the Framework Partners will effectively pay the amounts as committed in the agreements. In response to a similar question trying to understand the basis for the DG's confidence in the donors' commitment to pay the committed sums, the Treasurer explained that exactly the same happened in 2013 at the time he was IUCN Treasurer. It was normal that there was some time between the signing of contracts and the disbursement. The Treasurer was absolutely confident that

payments would be made before the end of the year and told the Bureau member to listen to the DG. The Bureau member concerned considered the tone of the Treasurer's intervention inappropriate.

- Some Bureau members, appreciating the DG's sense of optimism and referring to discussions in the Bureau's "finance liaison group", felt that the IUCN governance needed to be more comforted and suggested that temporal targets be set for the conclusion of Framework Agreements to ensure IUCN remains on track. The Director General explained that the Agreements listed on slide 4 represented all the targets on which she could and would deliver.
- In response to the question why the MAVA Foundation pulled out, the DG explained that the foundation had been established by Luc Hoffman with a closing deadline in 2020 when it would dissolve. Accordingly, the MAVA Foundation is stepping out of all unallocated contributions to their recipients, to allow for these organizations to phase out their reliance of this core support. IUCN will, however, continue to receive significant project resources from MAVA (mainly ROWA and Mediterranean Programme).
- In response to the question whether optimism was justified that the GEF/GCF portfolio could grow as much as 7-fold by 2020, the DG was confident about the relatively modest increase in the GEF portfolio by 2020. Accepting that there were some unknowns in assessing the growth of IUCN's GCF portfolio, the DG expressed confidence in the projections provided that the approval of two projects per year was both realistic and prudent. The DG highlighted that the prudent approach of submitting 2 projects each year while keeping the infrastructure (staff resources) elastic would further provide a buffer should there be an unforeseen delay in the approval of the GCF resources. In response to the question as to what would happen if the GCF projections were to flat-line, over the longer period, the DG explained that there would be no staff build-up prior to approval of new projects, rather such staff build-up would be a function of the larger portfolio.
- In response to the question how much framework income and GEF/GCF portfolio results in unrestricted funds v. funds to be disbursed for projects, the DG explained that all framework income is unrestricted and all GEF/GCF funds are restricted. Projects funded by GEF/GCF pay for themselves and include an overhead for costs these projects generate at corporate level (HR, project management, IT, administration etc.). They, however, do not generate a profit for IUCN. If IUCN operates efficiently, it may benefit from scaling up its "wholesale" approach and fund a larger portion of its platform through project cost recovery.
- The Bureau members, including the Treasurer, supported the Bequest Programme which justified some investment. The DG explained that the Bequest Programme would be operated by the Strategic Partnerships team but also stressed that on average it takes some seven years or more for such programmes to provide an income (as the donation of those who bequeath an amount would obviously only become available upon their death). As the Secretariat learns and better assessed the potential of the programme, additional staff resources may be included in future budgets.
- In response to a question, the DG explained that developing the Patrons of Nature is labour intensive but that it is beginning to provide a modest amount of unallocated resources. Patrons receive a newsletter, are invited to Congress (at their own expense), as well as to an annual event where they are duly honoured and briefed on IUCN activities and strategic directions.
- In response to the question why the operational expenditure level is relatively low, the DG explained that the numbers are based on actual expenditures of the Regional Offices and the Global Directorates. The DG explained that the expectation is that the project delivery, and therefore also project expenditures will be on an up-ward trajectory for the second half of the year.
- In response to the question how realistic the income from cost recovery was, the DG explained that when she joined IUCN more than two years' ago, IUCN had fragmented, outdated and inefficient back-bone in terms of project monitoring, management, IT platforms, etc. With the enhancement of IUCN's systems, structures and management processes, the DG was confident that the estimated cost recovery was realistic.
- In response to the question how confident the DG was that IUCN was able to deliver the significant growth of the project portfolio by 2020, the DG explained that she is confident that the monitoring systems, policies, fiduciary control and risk management systems as well as professional skill sets are now in place to demonstrate to donors that IUCN can deliver.
- In response to a question whether Commission funds should be integrated with those of the Secretariat, the DG explained that amounts shown in the slides only apply to the Secretariat and do not include Commissions except for Commission funds managed by the Secretariat. In line with the One Programme Charter, the Secretariat is committed to involve Commissions as well as Members in the implementation of the Programme. However, the DG also highlighted that the IUCN programme is both a function of the approved programme as well as a function of what donors wish to fund. So, invariably, there may be elements of the IUCN programme that remain unfunded by the end of a programme period.
- The DG welcomed the suggestion from the Chair of WCEL to develop guidance for all Commissions for using opportunities to connect with Framework Partners, e.g. when selecting venues for Commission steering committees.
- In response to the comment that there could be explored more opportunities for engaging with States and Government Agencies and revenues need to be allocated to generate new and additional revenues through expanded membership, particularly in developing countries, to build relationships and where possible also fundraise for projects and adjust IUCN presence in the regions accordingly, the DG explained that the membership strategy currently under development would tackle the question of how to recruit and retain States and Government Agencies as Members and drew attention to the fact IUCN offices are mostly funded from projects. At the same time, the DG encouraged the Bureau and Council members to proactively engage with potential new and emerging donor countries, such as China,

Brazil, South Africa, Mexico, Russia and others. Here the importance of state membership, international organization status as well as potential for framework contribution would be of great interest to explore more deeply.

- The President asked the question to the Bureau and the DG whether we can work together to make 2017 the turn-around year and achieve a break-even budget. He further asked if further and deeper study of the situation might be needed. The DG emphasized that 2017 was indeed the turn-around year. She further mentioned that the budget approved by Council in February 2017 is the budget for the current year upon which the Secretariat is currently operating. The DG further stressed that the Secretariat is committed to keep the deficit as low as possible. The DG also highlighted that detailed study of the situation had been presented to the Council in April of 2016 and this had been further reworked over the summer of 2016. Based upon this, a change plan had been rolled out, which was now near its conclusion. A study at this time, therefore, would not add new data and would take resources away from delivery of the program which the donors have funded and which we are expected to deliver during the 2017-2020 programme period. A study would not change the facts and basic premises, nor would a study shift the targets which the DG had set with her management team and which were presented in both the 2016 and the 2017 budgets, which the Council had approved. The DG had presented the targets and they represented what the Secretariat could deliver and what donors expected IUCN to deliver as measured against the Congress approved Programme and the Council approved budget.

**b. The Secretariat change process, including any policy changes**

The Director General presented an update on the Secretariat's change process [[PPT presentation B/71/3b PPT – Secretariat change process](#)].

*[At this point in time, the Bureau adjourned for lunch]*

During the discussion, the following points were made:

- Several Bureau members commended the DG with the directions of the change process without significant lay-offs.
- In response to the question how the CHF 5 m reduced income IUCN faced at the outset of the change process is being achieved, the DG explained that she will prepare an overview of the complex set of elements which allow IUCN to accommodate the reduction in income for the November Council.
- In response to the question how it was possible to minimize redundancies and where precisely some redundancies occurred, the DG re-iterated that there were voluntary departures as well as one redundancy. She further gave the example of filling vacancies by recruiting internally provided the performance record was positive, as a measure. While the DG had deliberately decided to avoid the cost of redundancies, she could of course not give any assurance that there wouldn't be any redundancy in the future. She also highlighted that it is important to distinguish redundancies from termination for performance reasons.
- On the question when the change process would come to a conclusion and how this will be communicated, the DG explained that she had made it clear in her newsletter to all the staff and in the recent global town hall meeting that the change process had now come to a closure with the rolling out of the various elements resulting from the process. At this point, the "guard-rails" for the change process were in place and the remaining enhancements were being rolled out in a variety of systems, as also highlighted in the presentation. It was also noted that there would be no further Town Halls to discuss the change process
- In response to questions about the perceived change in status of some Regional Directors, the DG emphasized that it is critical for the Regional offices as well as the Regional Directors to maintain their current status. Merging operational regions was not on the agenda but certain offices were required to share certain functions with another regional office (the hubs) in order to strengthen the competencies, fiduciary oversight and controls, quality and timeliness of reporting and financial management, and by doing so, to enhance both delivery as well as efficiency. While each hub is servicing two Regional Offices and one of the Regional Directors concerned functions as the head of the hub, the Regional Directors themselves continued to report on strategic matters directly to the DG. Bureau members emphasized the importance of communicating this "hubbing" process very clearly in order to avoid misperceptions, including vis-à-vis the authorities and partners in the regions concerned. Councillors could also play a role in this communication. The DG also mentioned that since her decision to establish the Regional Office in Belgrade in 2015, the hub for both the Regional Offices in Brussels and Belgrade have been based in Gland, which had never been in question. In fact, such matters are internal administrative arrangement and the only outward change, was the greater and enhanced presence vis-à-vis our Members in Eastern Europe. In addition, it has never been contested that the delegation of authority to sign is not the same for all Directors but based on their portfolios which are different.
- The DG re-iterated that the outcomes of the Programme reforms including how the matrix management was working and the benefits of thematic job networks, will be presented to the November Council by the people from the regions and HQ that designed and work with those tools.
- In response to the question whether, over time, we will see a change in the portion of investment in corporate services as the intended efficiencies are realized v. programme, the DG explained that investment in the delivery platform is necessary in order to be able to deliver the programme, provide adequate fiduciary oversight and controls, report to donors with the level of detail they expect, etc. Platform costs should go down as we streamline these services. However, we will need to continue to streamline and defragment to enable efficient delivery platform. And finally, the DG highlighted that a programmatic presence (i.e. the existence of a donor funded programme) will be critical for

maintaining country offices. The DG advised that IUCN does not have the resources to maintain country offices in the absence of a programme.

- Responding to the question whether the “multi-matrix” organizational model (line management, work families and business lines) would effectively work, the DG explained that IUCN follows a matrix approach that is standard in many international organisations incl. many Members of IUCN: a thematic specialization (business lines as products of the thematic job networks) combined with location specific organization. The convener of the thematic job network is not the manager but the one who ensures a degree of cohesion, knowledge and learning across the job family, etc. The matrix approach is not about centralization but about creating and supporting technical excellence anchored in reality learning knowledge organization where knowledge flows across structures and regions. Neither members nor donors would understand why a project in one region is delivered with a different degree of quality than the same project in another region. By allowing staff from the same job family to start learning together, to exchange across regions, and to work under the same standards and expectations, IUCN will increase its ability to deliver consistently at high quality level and impact at country level.
- In response to the question whether it is feasible to change an organization in only 15 months, the DG explained that while she believes that real change can only happen with cultural change, the latter is not something that can be enforced but comes through setting up guide rails on a path towards change. There could be many, incl. system changes, behavioural changes, accountability etc. Change should now take route but will obviously take longer to fully realize.
- In response to the question how projects get to the approval stage and what, if any, are the targets and incentives for Regional Offices, the DG explained that all projects have to follow the Project Appraisal and Approval (PAAS) which functions as a review and sign off mechanism that has been in existence for a long time but not been consistently applied, a form of enhanced coordination. Setting targets for Regional Offices would be odd. Instead performance reviews are based on a realistic assessment of the situation.
- Trying to be clear about the various elements of the change process, several Bureau members required more clarity as to how the Bureau and Council can be supportive e.g. in building the new culture, what would enhance their ability to provide effective guidance, and what is required to carry out an effective oversight function. The DG encouraged the governance to provide strategic guidance (where we are going; how to get there; identify the gaps). The DG mentioned that the previous Council was confident that it could transform itself into the strategic body and redefined e.g. the role of task forces to provide advice at the strategic level. Perhaps the Bureau might wish to revisit the Planning and Reporting Framework adopted by the previous Council in order to provide guidance and oversight.
- The President proposed to focus the discussion on the role of the Bureau. The metaphor was used that “we pay a lot of attention to the car but it is not clear where it is going.” A Bureau member reminded that IUCN had not had a tradition of a working Bureau, and so needed to put protocols in place for the Bureau to work effectively together with the management.
- Several Bureau members suggested to continue *in camera*, i.e. in the presence of the elected members of the Council only, to discuss the Bureau’s own role and to strengthen its governance function through a feedback and consultative process.

*[At this point in time, the Bureau continued in camera until the meeting was adjourned for dinner]*

### **Wednesday 30 August 2017 from 9:00 to 18:00**

When opening the meeting, the IUCN President stated that the Bureau would try to find the time to prepare a summary of some of the major issues discussed during the *in camera* session on the previous day and to allow the Director General to ask questions.

#### **Agenda Item 4. Council’s strategic objectives and priorities for 2017-20**

Introducing Agenda Item 4, the IUCN President explained that the first objective “Strengthen income stability across the Union” had been largely covered by the previous agenda item.

Introducing the second objective “Renew and promote IUCN’s value proposition”, Councillor Peter Cochrane presented the 5 key points of what he considered as IUCN’s distinctiveness, which he had drafted as a follow-up to the 69<sup>th</sup> Bureau meeting in order to start the conversation. He suggested that the value proposition be formulated by the Bureau and integrated in the Membership Strategy which would be prepared for discussion during the 93<sup>rd</sup> Council [[Document B/71/4/1 IUCN Value Proposition was distributed at the beginning of the Bureau meeting on 29 August 2017](#)] Peter Cochrane suggested that the Bureau give further thought as to what the three objectives of the IUCN Council for 2017-20 should be as he wasn’t sure the Council workshop of February 2017 had had sufficient time to exhaust the matter and take a decision. He offered to prepare another note to introduce further discussion in Council about Council’s objectives and priorities for 2017-20.

During the discussion, the following points were made:

- About the document itself: the “addendum” at the bottom deserves to be high on IUCN’s value; add reference to IUCN as a brand; IUCN Members not only contribute but also benefit from IUCN; emphasize “scientific” knowledge; it needs

to be much more succinct for communication purposes (inspiring tag / punch line); add a line about the Commissions; IUCN is also influencing laws in addition to policies; beside policies, need to find a way to change the practices on the ground; the "access and the opportunity to contribute" and the "addendum" are the real differentiators; "just world that values and conserves nature" (or "equity") should be included as well as "sustainability", "planetary boundaries", "biodiversity";

- Responding to the comments on the text, Peter Cochrane agreed with the observations that the value statement should be succinct. His proposed wording was intended for an accompanying brochure.
- It was noted that comments from the Chair of CEC was still awaited.
- The DG suggested to consider a strategic objective for the value statement, namely to increase IUCN membership of States, which would require the text to be adapted accordingly. She is often told by State representatives that IUCN is unique among the many environmental platforms because everyone is in the same tent and respect standards that are not politically influenceable.
- All communities of practice must be able to join IUCN and see value for them in the value proposition. The analysis of why certain groups join and others don't, must happen in the context of the development of the membership strategy. Members must see the tangible return on their membership dues.
- The President stressed that, the value proposition not being eternal, this update must address major challenges and make the link with the Paris Agreement on climate change and the 2030 Agenda. With a mission statement beginning with "a just world", IUCN is a thought leader and distinct from other agencies such as CBD and WWF which focus on specific aspects of nature. He saw the following main blocks of the value statement: 1) unique access to a diverse network bringing together all stakeholders committed to nature conservation; 2) knowledge underpinned by science, global thought leader on Nature Based Solutions, innovator (new business model, new technology); 3) planning beside law and policy (how to translate SDG at all levels of government); 4) beside partnership also a network and community: bring together parties that would not normally meet (small NGO together with senior ministers).

**Concluding the discussion of this topic, the President requested the Secretariat to coordinate the inputs from Bureau members, Commissions and Secretariat and to prepare a revised draft to the Bureau in 1-2 months with a view to presenting it to the Council, and accepted Peter Cochrane's offer to prepare a note to introduce further discussion in Council of the strategic objectives and priorities of Council for 2017-20.**

### Agenda Item 3.1 Celebrating IUCN at 70

The Director General and Ricardo Tejada, Director Global Communications introduced the topic with slides [/PPT presentation B/71/3.1 PPT – Celebrating IUCN at 70](#), inviting Bureau members to identify a smart sustained set of initiatives to make the anniversary celebration a real global event instead of one big but unaffordable happening.

During the discussion, the following points were made:

- The anniversary events should be launched from a central place, e.g. by Council. A calendar should be prepared listing events in each region to commemorate the founding of IUCN ("70 initiatives for 70 years"). Each Region will work with Members to prepare roll out regional events. The IUCN history timeline could be re-issued showing major achievements in conservation in the regions. COPs of RAMSAR, CMS, UNFCCC and CBD could be used for States to speak up for IUCN.
- Use the occasion to engage with "unorthodox" stakeholders such as judges, parliamentarians and environmental prosecutors. The Chair of WCEL suggested that the IUCN convenes its first parliamentary conference in Gland in cooperation with e.g. Globe International or Inter Parliamentary Union, without cost for IUCN. WCEL could convene the Chief Justices, also in Gland, at another occasion. He also proposed to the Bureau to decide to ask each IUCN Commission to brand their events in the context of the anniversary and to designate one of their own events as their specific anniversary celebration. The DG welcomed this, noting, of course, that there would be a cost element to these, but that if there was a willing donor, this would certainly be of interest.
- IUCN's youth ambassador and social media will be engaged to reach out to youth. Foster creativity e.g. forms of competition.
- In response to the question what the most critical factor for success of the campaign will be and how to measure it, the DG and Ricardo Tejada mentioned that IUCN's global reach incl. global, regional and national media, will be monitored as we usually do for important events and campaigns. They encouraged Council members to amplify the campaign messages and initiatives through their networks and activities, and their active participation in IUCN events in the regions. A post-campaign report will compare the results against those of other such events and against the response to other such campaigns in the past.
- Specific objectives should be set as to what we want to see different at the end of the anniversary year.
- The President stressed that the real purpose of the anniversary campaign should be to raise IUCN's profile as the organisation uniquely placed to help save the planet at this momentum of change. We need to achieve tangible quantifiable results e.g. increase of Government Members, of non-traditional donors. We need to reflect internally how to reposition IUCN as a leader, and how to organize Commissions, National and Regional Committees and Councillors while giving each component space for their own initiatives and allow local / regional leaders to contribute. Develop one slogan and one day/week for coordinated worldwide action (e.g. switch of lights). He suggested the DG to write together to a number of key Ministers inviting them to join us for some celebrations.
- The DG looked forward to updating the presentation with the Bureau's inputs and to present it to the Council.



## Agenda Item 5. Update on the work of the Standing Committees of the Council including decisions of the Bureau, as required

### 5.1 Finance and Audit Committee (FAC)

The President invited the Chair of the FAC to present the results of the finance liaison group after explaining that **during its *in camera* meeting on the previous day**, the Bureau had appreciated the work and findings of the Finance Liaison Group and, noting a duplication of efforts, decided to discontinue the Liaison Group on Finance while entrusting the responsibility of continuing the Bureau liaison work on financial matters to the FAC Chair, in consultation with the Treasurer and the Vice President located in the FAC.

Councillor Ayman Rabi, Chair of the FAC reported that the finance liaison group had continued the discussion of the issues raised during the FAC telephone meeting of 30 May 2017 which recommended approval of the audited financial statements of 2016. These included, among others, targets to be discussed and agreed with the Secretariat, 2016 deficit, use of the reserves to cover deficits, investment portfolio, income generation incl. GEF/GCF and framework partners, and external audit recommendations regarding the internal control system. The finance liaison group had asked some questions to the Secretariat which were partly addressed on 29 August under agenda item 3 a. of the Bureau meeting (*see pp 1-3 above*) while others would be addressed by the CFO who was returning from leave on 30 August. (*See further below*)

The Chair of FAC then proposed some targets for further refinement through discussions with the Secretariat:

- No deficit budget for the coming years;
- Reserves policy shall be revised in a manner that moving sums from unrestricted to designated reserves shall not mean that using the designated reserve automatically cover operational deficits but that using part of approved designated reserves shall require the approval of Council separately before it is allocated to cover expenses;
- If deficit budget planning proves to be unavoidable, the deficit must be covered from raising additional financial resources;
- Reserves to grow annually by 3-5% starting 2018;
- Bring in 6 new donors (framework or other unrestricted) on board and ensure annual growth of overall income by at least 10% per year;
- Investment portfolio to produce at least 3-4% earning;
- Update the internal financial control system and IT system by the end of this year and start the next year with an updated system.

Basically, what the finance liaison group had aspired to do was to obtain a good picture of IUCN's financial situation based on the information it had received and to have some quantified benchmarks for the next few years in terms of income and expenditure in order to improve the financial standing of IUCN.

During the discussion, the following points were made:

- The Treasurer felt that 3-4 % growth of the investment portfolio was a fine target to suggest, but stressed that growth on a portfolio is a clear function of both liquidity requirements as well as risk appetite. As IUCN has a requirement for a liquid reserve and as IUCN has a low risk appetite, the stated growth may not be realistic. The Treasurer agreed with the FAC LG that our main objective was to keep IUCN on track. Simple tools are the monthly income statements which he received, periodic feedback from the CFO to FAC and the Treasurer, and the project implementation rate which he discussed with the CFO on a monthly basis.
- The DG encouraged the Chair of FAC to have a deeper engagement with the Treasurer and the CFO as many of the questions had and could have already been answered, incl. e.g. that the Reserves Policy already required Council approval of movements of the reserves. It was important to mention that the external audit was "clean", i.e. without comment. She stressed that any audit delivered will always make suggestions for improvement. However, she felt that the FAC Chair had not fully reported that (i) the audit was clean; (ii) that the auditors were pleased to see the progress with the financial and risk control systems, (iii) with the IT platform and (iv) with the common platform for currency and banking management. The DG welcomed the decision that the finance liaison group henceforth be subsumed under the FAC Chair.
- The DG offered the Chair of FAC the Secretariat's support in order to enable the FAC to fulfil its mandate with as much diligence as the Secretariat was committed to diligent financial management. She requested permission to ask Mike Davis, CFO, to respond to the questions of the finance liaison group, noting that much of the information had already been provided in the "Mid-year review and financial forecast for 2017" which the CFO sent to the FAC on 16 August 2017. As far as the proposed targets were concerned, the DG repeated that she had explained her objectives to the Bureau based on what she considered realistic to achieve. She looked forward to engage with Council members in order to attract with their help some of the newly emerging economies (such as China, Russia, Brazil, etc.) as IUCN framework donors.
- In response to the comment that targets needed to be discussed with the DG but, at the end of the day, were the responsibility of Council to adopt, the DG recalled that the Director General's Objectives 2017 had been approved by the Council at its 92<sup>nd</sup> meeting in February 2017.
- Mike Davis, Chief Financial Officer (CFO), presented the Secretariat's response to the questions of the finance liaison group. [*The questions from the finance liaison group and the Secretariat's response were distributed to the Bureau during the meeting as document [B/71/5.1/1 Secretariat response to Bureau Finance Liaison Group, 30 August 2017](#) the content of which will not be repeated here. During the meeting, also a copy of [IUCN's Reserves Policy](#) was distributed*] The CFO added that he will continue to send quarterly financial reports to the FAC. The next one, following



the report of 16 August 2017 with the mid-term review, is expected for mid-October 2017. He will at the same time call the Chair of FAC to respond to any questions he may have about the report.

- The Chair of FAC welcomed the information and explanations as well as the regular updates to the FAC as part of the effort to ensure that FAC members have the same level of information and understanding on financial issues as the management, in order to maintain effective oversight. He requested to facilitate, via the Union Portal, Council's access to essential documentation such as the IUCN Reserves Policy and the IUCN Investment Policy. A Bureau member requested that the Bureau also receives the same information because it is called on to take decisions on behalf of Council in the context of its oversight role.
- In response to the question why the investment portfolio performance had been low in recent years compared to 2014, the Treasurer explained that 1.4 % as medium return is acceptable given the risk profile. 2015 was a bad year starting with Switzerland unpegging the CHF against the Euro and so, as a result, the return was low. 2016 saw a reasonably good return given the risk profile – our mandate is basically: no risk. We are requiring an extremely liquid portfolio and as a result will of course be over-exposed to short term instruments, but under-exposed to equities. Given the risk profile, with returns of 1.5%, this performance is aligned in the current market.
- A member challenged the FAC to look into ways to improve the return on investment.
- A Bureau member requested to see the break-down of membership dues by region so as to enable Council members to help where necessary.
- Bureau members requested the Secretariat to facilitate Council members' broader access to the Union Portal than only the space reserved for Council and its subsidiary bodies so that they can find all the information that is relevant and necessary for Council to exercise its strategic direction and oversight role and its fiduciary responsibilities. It was noted by the Chair of WCEL that the Bureau was entitled, as an oversight body, to any and all information. The Legal Adviser was requested to provide a legal opinion on the rules regarding access to the Portal, including the information that is protected under applicable law such as e.g. staff records.

Concluding the discussion, the President thanked the Bureau members and in particular the Chair of FAC, the Treasurer, the DG and the CFO for the friendly and rational discussion as we all work towards the joint objective to strengthen the financial position of IUCN, and requested the Chair of FAC, the Treasurer, Malik Amin Aslam Khan as the Vice-President member of the FAC, and the CFO to communicate and work together, if possible spend time together in person, with the purpose to finalize the draft financial targets and to reduce the projected CHF 1m deficit, mainly by looking into the possibilities of generating additional income.

## 5.2 Programme and Policy Committee (PPC)

Councillor Jan Olov Westerberg, Chair of the PPC, informed the Bureau of the results of the PPC meeting of 24 August 2017 which established three task forces and approved their Terms of Reference (ToR). [*The [minutes of PPC's 41<sup>st</sup> meeting of 24 August 2017](#) were distributed to the Bureau during the meeting – the content of which is not repeated here*] The Chair of PPC explained that he had consulted the Chairs of FAC and GCC on the draft ToR and their comments were taken into consideration by the PPC. He drew attention to the PPC decision to note the initial membership of the task forces and to mandate the chairs of the task forces to complete the membership of the task forces taking into account geographical and gender representation. He encouraged Bureau members to identify qualified Council members, and possibly also an external person, to complete the membership of the Urban Task Force. He brought to the attention of the Chairs of GCC and FAC the new planning and reporting system of the IUCN Commissions which resulted from Council's governance reforms of 2016. He emphasized the importance for PPC and Council to fully assume their role in the development of the next IUCN Programme 2021-24, probably from October 2018 onwards, taking into account that the Secretariat is fully engaged in the implementation of the current Programme and that the next motions process is likely to start earlier. Cyrie Sendashonga, Global Director Policy and Programme Group and Secretariat focal point for the PPC, emphasized the importance for task forces, who deal with cross-cutting issues, to have a balanced representation of the Commissions.

During the discussion, the following points were raised:

- Cyrie Sendashonga explained that Alex Moiseev, Head Planning, Monitoring and Evaluation was working with the Commissions to prepare their plans and reports for submission to the November Council/PPC on the basis of a template. The Chair of WCEL will brief the Commission Chairs on the basis of the note "[Commission Planning and Reporting](#)", [Note to the PPC Chair, 16 May 2017](#)".
- The President thanked the Chairs of the standing committees for regularly consulting each other to coordinate issues of common concern such as e.g. identifying qualified Council members to chair task forces and to become Council focal persons.

## 5.3 Governance and Constituency Committee (GCC)

Councillor Jennifer Mohamed-Katerere, Chair of GCC, referred to the minutes of the meeting of the GCC of 24 July 2017 which contained the draft decisions presented to the Bureau for approval. [*[Bureau document B/71/5.3/1](#) the content of which is not repeated here*]

### GCC Discussion on Sustainable Use Policy

With respect to three applications for which IUCN's policy on sustainable use and trophy hunting guidelines were relevant, the GCC had taken a prudent approach. In order to better understand IUCN's sustainable use policy, the GCC had invited

the Chair of the Sustainable Use and Livelihoods Initiatives Specialist Group (a joint undertaking of SCC and CEESP) to share her views. The minutes contain a summary of Dr Cooney's presentation and the ensuing discussion in GCC. The GCC decided to review the questions proposed by Dr Cooney for consideration during the evaluation of membership applications. The GCC had also resolved to review the due diligence process together with the Secretariat's membership unit. Enrique Lahmann, Global Director Union Development Group added that the SSC Steering Committee had produced a note on sustainable use which had been posted in the Union Portal discussion space and reminded the Bureau of the online discussion open to all Council members in the Union Portal in order to enable decisions to be taken during the 93<sup>rd</sup> Council meeting on all three applications.

During the discussion, the following issues were raised:

- The Chair of WCEL requested that WCEL's Ethics Specialist Group be invited to share its views in this regard because IUCN's approach is not only based on scientific evidence but also on ethics and to avoid applying double standards.
- A short discussion followed on the acceptability, from an ethical viewpoint, of a number of IUCN Members questioning election candidates in the Union Portal in 2016 about their views on hunting, mentioning the number of votes they represent during the Congress. A number of Bureau members were of the view that it was part of IUCN Members' democratic right to lobby election candidates and IUCN Member organizations have different styles. The Chair of GCC will consult with GCC's Deputy Chair whether to bring this matter to GCC for discussion and advice.

#### 21 new membership applications and 1 membership application deferred from the 69<sup>th</sup> Meeting of the Bureau

Jennifer Mohamed-Katerere, Chair of GCC presented the GCC's recommendation to approve the admission of 20 new membership applications and the membership application from the Asociación para la Protección de los Recursos Naturales Renovables, Guatemala, which had been deferred from the 69<sup>th</sup> Bureau meeting and to reject the membership application of the Lahore Waste Management Company, Pakistan, for the reasons explained in the minutes of the GCC's meeting of 24 July 2017.

During the discussion, the following issues were raised:

- A member of the Bureau explained that the Lahore Waste Management Company was established and owned by the government because of the budget involved in collecting and recycling waste, composting for fertilizers and converting a large dam into a natural habitat. He suggested that the GCC review its recommendation in light of additional information about their role in conservation which the GCC may receive from the applicant.

The Bureau accepted the recommendations of the GCC with the exception of the recommendation regarding the application of the Lahore Waste Management Company which will be referred to Council following review by the GCC of additional information to be received from the applicant.

#### **BUREAU DECISION B/71/2**

The Bureau of the IUCN Council,

*On the recommendation of the Governance and Constituency Committee (GCC),*

Approves the admission of 21 organisations and/or institutions applying for IUCN membership, in accordance with Regulation 18<sup>1</sup>; (**Annex 2**)

Refers the application for IUCN membership from Lahore Waste Management Company, Pakistan, to the IUCN Council for consideration at its 93<sup>rd</sup> Meeting pending the GCC's consideration of additional information received during the Bureau meeting.

#### Name change of 4 current IUCN Members

The Bureau accepted the recommendation of the GCC regarding four Member organizations changing their name:

#### **BUREAU DECISION B/71/3**

The Bureau of the IUCN Council,

*On the recommendation of the Governance and Constituency Committee,*

takes note of the change of organisation/institution name of four current IUCN Members, as listed in **Annex 3**.

Review of Council performance tools which were part of the 2003 Council Handbook (Recommendations and the text of the performance tools are presented in / attached to the minutes of the GCC meeting of 24 July 2017)

Jennifer Mohamed-Katerere, Chair of GCC presented the recommendations of a small working group set up by the GCC to review the performance tools that were part of the 2003 version of the Council Handbook and which the GCC had approved, adding that following consultations held after the GCC meeting, the working group also recommended that the Vice-Presidents oversee the implementation of the IUCN Councillor Activity Reports because Vice-Presidents have overall responsibilities at a more senior level in the management of the Council. Luc De Wever, Secretary to Council, clarified point 3 of the draft decision – the language of which should be improved for clarity – as follows: the Secretary to Council collects the self-assessments made by Council members on the form attached to the draft decision, which he forwards to the Vice-Presidents who, in turn, present to the Council a summary with recommendations. This becomes a standard item on the agenda of the Council either at every Council meeting or once / year – to be decided by the Bureau.

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<sup>1</sup> Including the Asociación para la Protección de los Recursos Naturales Renovables, Guatemala whose application had been pending since the 69<sup>th</sup> Meeting of the Bureau (May 2017; cf. Bureau decision B/69/2)

During the discussion, the following issues were raised:

a. Regarding the "Performance Commitment for IUCN Councillors":

- A Bureau member requested that a reference to potential conflicts of interest was made in the tool with wording such as "review and avoid any potential conflict of interest", even if conflicts of interest were covered in detail by the Council's Code of Conduct. Other members clarified that the purpose of the Performance Commitment was merely to remind Council members of their main responsibilities as a Councillor, and that the text of the Performance Commitment and the Code of Conduct should be harmonized with respect to the conflict of interest provision. Vice-President Amin Malik Aslam Khan, Chair of the Ethics Committee (EC), recalled that the EC was preparing the conflict of interest declaration form referred to in the Code of Conduct and which Council members were going to be invited to sign every year.

**The Bureau requested the GCC (the working group chaired by Tamar Pataridze) to work with the Ethics Committee (Vice-President John Robinson) to examine whether the Performance Commitment tool and the conflict of interest declaration form could be merged in order to reduce the number of forms to be signed, or to harmonize both documents on the point of conflicts of interest in case both documents are maintained as separate documents, and to make a recommendation to Council.**

b. Regarding the "IUCN Councillor Activity Report":

- The observation was made that 2 pages per Council member will still make the total number of pages very heavy for all Council members to read.
- While agreeing that activity reporting is important, the President had reservations because some Councillors carry more responsibilities in Council than others (e.g. as Committee Chair, Focal Person etc.), some Councillors have access to support (a Deputy Chair, Secretariat etc.) or resources from their own organisations, cultural differences, language issues etc. may be a barrier, while some Council members may want to do more but are in a learning process. Bureau members emphasized the need for some form of support to enable Council members to fulfil their role, e.g. to participate in the Member meetings in the region, to attract more State Members, etc. and that such support should be centralized, e.g. by the President's office, and then allocated to Council members.
- The Chair of GCC brought the idea of the GCC in the meantime studying a common template (e.g. a Google document) to document what happens in the regions/locally, identify opportunities, help us understand constraints we face, etc.

**The Bureau postponed the consideration of any form of individual Councillor activity reporting until the question of support to Council members has been studied. In light of the current financial situation, the President encouraged Council members already accessing resources inside or outside IUCN to continue to access these. He will ask a Vice-President to study, in consultation with the Chairs of the standing committees and the DG / Secretariat, some form of reasonable support (incl. a ceiling) for Council members who do not have such access to resources, and to prepare a proposal to the next Bureau meeting.**

c. Regarding the "Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting":

- Possible alternative forms of evaluation were discussed such as filling in the form next time but keep it for ourselves in order to discuss improvements at the next Bureau meeting; designate a Councillor to share her/his reflections followed by discussion in Council; at the end of the Council meeting, the President chairs a discussion during which Councillors evaluate online and immediately discuss the results on each question.

**The President invited Bureau members to share their feedback with the Chair of GCC who will consult with the other standing committee Chairs and the GCC and bring back a form, revised as appropriate, so that we can start using the form as soon as possible.**

#### Update on IUCN membership

Jennifer Mohamed-Katerere, Chair of GCC presented an update on IUCN's membership. [*Her slides are available as document [B/71/5.3/2 PPT – GCC recommendations to Bureau and update on IUCN membership](#) the content of which is not repeated here*]

During the discussion, the following issues were raised:

- In response to the question what a 'payment arrangement' constituted of in respect of the withdrawals following the 2016 Congress decision to rescind Members' rights, Enrique Lahmann, Director of the Union Development Group explained that the deadline for payment is one year following the Congress decision. However, in cases where there is a clear commitment to pay all the outstanding dues without any reduction, the Secretariat has agreed to accord a reasonable time for payment.
- In response to the finding that there is a significant dip in the membership after each Congress because of Members' being rescinded their rights, Enrique Lahmann encouraged the GCC to examine whether the Congress decision to rescind Members' rights shouldn't be taken every year or every two years by electronic vote of the membership.
- In response to the President's question whether every effort has been made to remind the State and Government Agency Members of the payment deadline and the consequences of non-payment, Enrique Lahmann explained that following the 2016 Congress all Members concerned had received notification of the rescission decision and were given one year to pay the outstanding dues. He had also sent all the documentation about the Members whose rights

had been rescinded by the 2016 Congress to the members of Council on 21 October 2016 kindly requesting them to encourage Members in their region to settle their arrears and pay their membership. Further, the Director General had mobilized all Regional Directors to contact the authorities concerned with the same message. With some successes as the list of rescissions approved by the 2016 Congress was much longer.

- Bureau members considered that thorough analysis should be made of the reasons why Members do not pay following the Congress decision to rescind their rights and of the measures that could be taken in due time such as sending special task forces to States and Agencies concerned to convince them to stay with IUCN. The DG suggested to seize the opportunity of the discussion of the membership strategy and the value proposition to reflect on this issue.
- The President requested that next time the Bureau and Council be alerted in due time in order to enable them to take proactive steps. In the short term, he offered to call on the Bureau in case there were some real options to convince Members in the short time until the deadline of 10 September 2017.

The Chair of GCC also informed the Bureau of work in progress in GCC on WCC-2016-Res-003 about including regional authorities in IUCN (cf. the minutes of the GCC meeting of 24 July 2017).

## Agenda Item 7. Other issues brought to the Bureau for decision

### 7.1 Global Pact for the Environment including update from the Chair of WCEL on the Global Judicial Institute for the Environment

Antonio Benjamin, Chair of the World Commission on Environmental Law (WCEL), informed the Bureau of the event in Paris on 23-24 June 2017 launching the Global Pact for the Environment which was attended by himself, the President and several members of WCEL. *[His slides are available as document [B/71/7.1 PPT Global Pact for the Environment.pdf](#) the content of which is not repeated here]* As an example of the kind of principles that the Global Pact would codify, he mentioned the "principle of non-regression": while it is not new - it was part of the "The future we want" (2012) - it would be the first time that it is codified in a legally binding international treaty. It would be very helpful in the fight e.g. against the abolishment/de-listing of Protected Areas. As a result, and bearing in mind that IUCN has been behind the development of many conservation treaties, the Chair of WCEL did not have any hesitation for IUCN supporting the Global Pact for the Environment. WCEL will provide technical support wherever possible.

During the discussion, the following points were raised:

- The President said he was invited to a similar event about the Global Pact organized by Columbia University in New York on 20 September concurrent with the UN General Assembly and had already requested the Secretariat to prepare speaking notes with a positive and constructive message from IUCN about the Pact, but balanced, taking into account the diversity of stakeholders in IUCN.
- Recognizing the enormous potential of the Global Pact reflecting all the principles which IUCN stands for, the DG sounded a note of caution as in reality, it would probably take years of negotiations, in particular the proposed monitoring and implementation mechanism. IUCN's State Members will have very different views, and IUCN does not have as yet a Congress Resolution to refer to as a policy base.
- Noting this caution, the Bureau agreed to send a positive signal to the French Government to appreciate the initiative and offer IUCN's technical support pending a policy decision of the IUCN Council or Congress.

Global Judicial Institute for the Environment:

Antonio Benjamin, Chair of the World Commission on Environmental Law (WCEL), informed the Bureau of the final steps of the formal registration of the Institute with the support of Councillor Norbert Baerlocher and Legal Adviser Sandrine Friedli Cela. Further to the announcement he had made in Hawai'i, the Chair of WCEL received support from the Attorney Generals from Russia, Brazil, South Africa, China and Argentina to establish the Global Institute of Environmental Prosecutors.

## Agenda Item 9. Any other item with the permission of the Chair

### 9.1 Update by the Chair of WCEL on the 8<sup>th</sup> World Water Forum, Brazil, March 2018

Antonio Benjamin, Chair of the World Commission on Environmental Law (WCEL), announced that the 8<sup>th</sup> World Water Forum will be held in Brasilia in March 2018. 1.5 day of the high level segment will be reserved for IUCN.

## Agenda Item 3. Strategic session to discuss and appraise IUCN's performance (continued)

Ali Kaka, Vice-President was grateful to the DG for initiating the communication with the liaison group by sending documentation in early August. This was followed-up with questions from the HR liaison group to the DG. *[The DG's message of 22 August 2017 to the Bureau in response to Ali Kaka's questions of 15 August 2017 has been posted as document [B/71/3b/1 Director General's response 22 Aug 2017 to Ali Kaka's questions 15 Aug 2017 on behalf of HR liaison group](#)]* Ali Kaka presented the results of the HR liaison group. *[The HR liaison group report was distributed to the Bureau during the meeting; [B/71/3b/2 Bureau HR liaison group report](#) the content of which will therefore not be reproduced here]*

The Bureau commended the liaison group on its work. Concern was also expressed by most members of the Bureau regarding the DG's response to requests by Vice President Kaka.

The DG, ensuring the Bureau that she was more than happy to provide as detailed information as possible to the Bureau, explained that it would not be possible to do so for all the points raised in the liaison group report which had just been presented. She stressed that as the HR liaison group's report had just been read aloud, and therefore not been fully addressed or discussed, it could not become the object of a decision of the Bureau at this meeting as she had not had an opportunity to study the report. She noted a few issues that would be beyond the governance oversight role, e.g. it should remain the DG's judgment whether to continue the listening post. She also stressed that the DG must have the flexibility to recruit and manage the staff within the budget and in line with the organisation's strategy approved by IUCN Members. The DG apologized for the absence of the HR Director who had been called to attend this part of the Bureau meeting at a late hour and was now in a meeting outside IUCN Offices.

*[From this moment, the Bureau meeting continued in the presence of (only) the Director General.]*

*The Bureau appreciated the work and findings of the HR LG as presented, and decided to continue the work of the Liaison Group on HR with the recommendation to the Secretariat to continue to provide an open and unhindered access to the LG.*

*The Bureau, following the presentation of the HR Liaison Group (LG) report which was well received by the Bureau, agreed:*

- 1. that the LG Chair shall continue to liaise on HR developments;*
- 2. to ensure that the Bureau can continue to provide timely oversight and requisite guidance, the DG was requested to keep the LG duly apprised and informed about the decisions on new appointments/removal/retirements at senior level;*
- 3. that it was advised that all HR decisions should continue to adhere to clearly laid out policies, approved by the Bureau/Council, and that anomalies, if any, in this regard be addressed;*
- 4. that the DG should continue to provide open transparent and facilitated access to the HR LG.*

*The HR LG also recommended to oversee a Union wide feedback exercise to get inputs from a wide section of the Union on the ongoing change process - including but not restricted to the Regional Committees/National Committees, Commissions, regional and Secretariat HQ staff. It was noted that the change process was a critical exercise and this Union wide feedback would be extremely beneficial to facilitate the oversight function. Several members of the Bureau agreed that this would be a good approach. The DG observed that the change process did not concern HR related matters, and also did not address external facing reforms, but rather dealt with modernization of internal Secretariat business process renewal and streamlining to capture greater efficiency, effectiveness and impact. The DG therefore mentioned that doing a survey of these matters with the broader IUCN membership would not deliver a useful response. Rather, she suggested that questions on Secretariat interaction and support to Members should be incorporated into the membership survey. In his summary, the President suggested that an appropriately designed Union wide survey could be extremely useful to gather feedback on the ongoing change process and allow for improvements in oversight.*

*The Bureau also agreed to discuss and take decisions on agenda Items 6 (Draft agenda of the 93rd Meeting of the IUCN Council), 7.2 (Appointment of additional members of the Steering Committees of CEC and CEESP), 7.3 (Date and place of the 94<sup>th</sup> and 95<sup>th</sup> Meetings of the IUCN Council) by email correspondence and, if necessary, a remote meeting.*

The meeting was adjourned at 18:00.



**List of attendees at the  
71<sup>st</sup> Meeting of the Bureau of the IUCN Council, 29-30 August 2017**

**PRESIDENT**

- Mr ZHANG Xinsheng, China

**VICE-PRESIDENTS**

- Mr Malik Amin Aslam Khan, Pakistan
- Mr Ali Kaka, Kenya

**TREASURER**

- Mr Patrick de Heney, Switzerland/United Kingdom (present for Agenda Items 6 and 7)

**COMMISSION CHAIR**

- Mr Antonio Herman Benjamin, Chair of the World Commission on Environmental Law (WCEL)

**REGIONAL COUNCILLORS**

- Mr Peter Michael Cochrane, Australia
- Mr Rustam Sagitov, Russian Federation

**CHAIRS OF THE STANDING COMMITTEES OF THE IUCN COUNCIL**

Programme and Policy Committee (PPC):

- Mr Jan Olov Westerberg, Sweden

Finance and Audit Committee (FAC):

- Mr Ayman Rabi, Palestine

Governance and Constituency Committee (GCC):

- Ms Jennifer Mohamed-Katerere, South Africa and Zimbabwe

**DIRECTOR GENERAL**

- Ms Inger Andersen

**OTHERS**

Ms Sandrine Friedli Cela, IUCN Legal Adviser

Mr Mike Davis, Chief Financial Officer (present for Agenda Item 5.1 on 30 August 2017)

Cyrie Sendashonga, Global Director Policy and Programme Group (for Agenda Item 5.2)

Mr Ricardo Tejada, Director – Global Communications (present for Agenda Item 3.1)

Mr Marc Magaud, Senior Advisor to the Director General (present for Agenda Item 7.1)

Mr Nick Bertrand, Chief of Staff, Director General's Office

Mr Enrique Lahmann, Global Director Union Development Group

Ms Louise Imbsen, Governance Assistant

Mr Luc De Wever, Senior Governance Manager, Secretary to Council





## 71<sup>st</sup> Meeting of the Bureau of the IUCN Council

Meeting in person on Tuesday/Wednesday 29-30 August 2017  
IUCN Headquarters, Gland  
Room: Think Tank

### Agenda

Time	Agenda Items
<b>Tuesday 29 August 2017 (all day)</b>	
09:00-09:15	<b>Item 1: President's opening remarks and approval of the agenda</b>
09:15-10:00	<b>Item 2: Update on the follow-up to the outcomes of recent Council and Bureau meetings and decisions of the Bureau, as required</b> <i>Document B/71/2/1 with the "Progress tracker" of all follow-up actions required (status 26 July 2017)</i>
10:00-13:00	<b>Item 3: Strategic session to discuss and appraise IUCN's performance</b> <i>Update on:</i> <ul style="list-style-type: none"><li>a. <i>The financial situation and income generation</i> [PPT presentation B/71/3a PPT - Resource Mobilisation and Finance Update]</li><li>b. <i>The Secretariat change process<sup>1</sup>, including any policy changes</i> [PPT presentation B/71/3b PPT – Secretariat change process]</li></ul> <i>* With inputs from the liaison groups established by B/69.</i>
13:00-14:00	LUNCH
14:00-15:00	<b>Item 4: Council's strategic objectives and priorities for 2017-20<sup>2</sup></b> <i>Preparation of a decision to be adopted by Council in November 2017 about the Council's strategic objectives and priorities for 2017-20 which were tentatively defined during the 92<sup>nd</sup> Council meeting as :</i> <ul style="list-style-type: none"><li>1. <i>Strengthen income stability across the Union;</i></li><li>2. <i>Renew and promote IUCN's value proposition;</i></li><li>3. <i>Enhance implementation of the One Programme Charter.</i></li></ul>
15:00-17:00	<b>Item 3.1: Celebrating IUCN at 70</b> <i>Presentation followed by discussion of initiatives to celebrate the 70<sup>th</sup> anniversary of IUCN's foundation on 5 October 1948. [PPT presentation B/71/3.1 PPT – Celebrating IUCN at 70]</i>

<sup>1</sup> Due to unavailability of Secretariat staff at the end of August, the lunch presentation initially planned for 29 August 2017 about the purpose, insights and concrete examples of the Programme reforms as part of the Secretariat change process towards "A relevant and stable IUCN Secretariat" will be moved to November, allowing the entire Council to take part. The Director General will include an update on this topic during her presentation to the Bureau under Item 3b.

<sup>2</sup> Regulation 44bis: "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."

<b>Wednesday 30 August 2017 (morning only)</b>	
09:00-10:30	<p><b>Item 5: Update on the work of the Standing Committees of the Council including decisions of the Bureau, as required:</b></p> <p>5.1 <u>Finance and Audit Committee (FAC)</u></p> <p>5.2 <u>Programme and Policy Committee (PPC)</u></p> <p>5.3 <u>Governance and Constituency Committee (GCC)</u></p> <p style="text-align: center;"><i>The GCC will present the recommendations of its meeting of 24 July 2017 about IUCN membership applications and name change of a number of IUCN Members, as well as the performance tools for inclusion in the Council Handbook. [Bureau document B/71/5.3/1]</i></p>
10:30-11:00	<p><b>Item 6: Draft agenda of the 93<sup>rd</sup> Meeting of the IUCN Council (19-21 November 2017)</b>, including update on task forces, Council focal points, support to Councillors and other measures required to enable Council to exercise its functions</p> <p><i>Review of the draft agenda [Bureau document B/71/6]</i></p>
11:00-12:00	<p><b>Item 7: Other issues brought to the Bureau for decision</b></p> <p>7.1 <u>Global Pact for the Environment</u><sup>3</sup> including update from the Chair of WCEL on the Global Judicial Institute for the Environment</p> <p>7.2 <u>Appointment of additional members of the Steering Committees of :</u></p> <ul style="list-style-type: none"> <li>• the IUCN Commission on Education and Communication (CEC)</li> <li>• the IUCN Commission on Environmental, Economic and Social Policy (CEESP)</li> </ul> <p><i>[Bureau document B/71/7.2/1]</i></p> <p>7.3 <u>Date and place of the 94<sup>th</sup> and 95<sup>th</sup> Meetings of the IUCN Council</u></p> <p><i>Following receipt of a proposal from Councillor Norbert Baerlocher for a Council excursion at the occasion of the 94<sup>th</sup> Council meeting, it is proposed to determine the dates of the Council meeting (30 April to 2 May 2018) in order to enable Mr Baerlocher to proceed with preparations for the excursion. The Jeju Special Self-Governing Province, Republic of Korea (IUCN Government Agency Member) has made a proposal to host the 95<sup>th</sup> meeting in Jeju on 6-8 October 2018. [Bureau document B/71/7.3/1]</i></p>
12:00-12:30	<p><b>Item 8: Agenda and priorities for the Bureau</b> in the period until the next Council meeting</p> <p><i>Including the question whether to schedule a Bureau meeting in person immediately before the 93<sup>rd</sup> Council meeting, i.e. on 18 November 2017.</i></p>
12:30-13:00	<p><b>Item 9: Any other item with the permission of the Chair</b></p> <p>9.1 Update by the Chair of WCEL on the 8th World Water Forum, Brazil, March 2018</p>
13:00	<b>Adjournment</b>

<sup>3</sup> For the text of the Draft Global Pact for the Environment, click [here](#) ; for the event on the Global Pact for the Environment, click [here](#). See also the article on WCEL's web page [here](#).

**Membership applications approved by the Bureau of the IUCN Council  
on 30 August 2017**

Annex 2

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
<b>Meso and South America</b>	1	Fundación Natura Bolivia ( <i>Bolivia Nature Foundation</i> )	FNB	Bolivia	<a href="http://www.naturabolivia.org/es/inicio/">http://www.naturabolivia.org/es/inicio/</a>	NG	NG/25223 Naturaleza, Tierra y Vida, Bolivia ( <i>NATIVA Nature, earth and life</i> ) NG/25539 Fundación para la Conservación del Bosque Chiquitano, Bolivia ( <i>Chiquitano Forest Conservation Foundation</i> )	<a href="https://portals.iucn.org/union/sites/union/files/doc/25701_fnb.pdf">https://portals.iucn.org/union/sites/union/files/doc/25701_fnb.pdf</a>
	2	Instituto de Manejo e Certificação Florestal e Agrícola ( <i>Institute for Forest and Agricultural Management and Certification</i> )	IMAFLOA	Brazil	<a href="http://www.imafloa.org">http://www.imafloa.org</a>	NG	NG/1266 Victoria Amazonica Foundation, Brazil NG/1327 Institute for Ecological Research, Brazil	<a href="https://portals.iucn.org/union/sites/union/files/doc/25685_imaflora.pdf">https://portals.iucn.org/union/sites/union/files/doc/25685_imaflora.pdf</a>
	3	Instituto Sociedade, População e Natureza ( <i>Institute for Society, Population and Nature</i> )	ISPN	Brazil	<a href="http://www.ispn.org.br">http://www.ispn.org.br</a>	NG	NG/25459 WCS Associação Conservação da Vida Silvestre, Brazil ( <i>Wildlife Conservation Society</i> ) NG/24971 Ecoa - Ecologia e Ação, Brazil ( <i>Ecoa - Ecology and Action</i> )	<a href="https://portals.iucn.org/union/sites/union/files/doc/25685_ispn.pdf">https://portals.iucn.org/union/sites/union/files/doc/25685_ispn.pdf</a>
	4	Cooperativa AMBIO SC de RL ( <i>AMBIO Cooperative</i> )	AMBIO	Mexico	<a href="http://www.ambio.org.mx">http://www.ambio.org.mx</a>	NG	NG/25550 Pronatura, A.C., Mexico NG/25032 Reforestamos México A.C., Mexico	<a href="https://portals.iucn.org/union/sites/union/files/doc/25685_ambio.pdf">https://portals.iucn.org/union/sites/union/files/doc/25685_ambio.pdf</a>
	5	Fundación Biosfera del Anahuac A.C. ( <i>Anahuac Biosphere Foundation</i> )	FUNBA	Mexico	n/a	NG	NG/1182 Faunam A.C./PG7, Mexico NG/24976 Herpetario de la Facultad de Ciencias, Universidad Nacional Autónoma de México, Mexico ( <i>Herpetarium of the Faculty of Science, Autonomous University of Mexico</i> )	<a href="https://portals.iucn.org/union/sites/union/files/doc/25695_funba.pdf">https://portals.iucn.org/union/sites/union/files/doc/25695_funba.pdf</a>
<b>North America and the Caribbean</b>	6	Advocates for the Environment, Inc.	AEnv	United States of America	<a href="http://www.aenv.org">http://www.aenv.org</a>	NG	IN/197 Sierra Club, United States of America NG/642 InterEnvironment Institute, United States of America	<a href="https://portals.iucn.org/union/sites/union/files/doc/25689_aenv.pdf">https://portals.iucn.org/union/sites/union/files/doc/25689_aenv.pdf</a>
	7	Red Panda Network	RPN	United States of America	<a href="http://www.redpandanetwork.org">http://www.redpandanetwork.org</a>	IN	NG/24730 Bird Conservation Nepal NG/25218 Himalayan Nature, Nepal	<a href="https://portals.iucn.org/union/sites/union/files/doc/25690_rpn.pdf">https://portals.iucn.org/union/sites/union/files/doc/25690_rpn.pdf</a>
<b>South and East Asia</b>	8	Jiban Bikash Karjocrom	JBK	Bangladesh	<a href="http://www.jibanbikashbd.org">http://www.jibanbikashbd.org</a>	NG	NG/22337 Center for Natural Resource Studies, Bangladesh NG/24835 Shushilan, Bangladesh	<a href="https://portals.iucn.org/union/sites/union/files/doc/25682_jbk.pdf">https://portals.iucn.org/union/sites/union/files/doc/25682_jbk.pdf</a>
	9	Shenzhen Spring Environmental Protection Volunteer Association	SENGO	China	<a href="http://www.szhb.org">http://www.szhb.org</a>	NG	NG/25487 China Mangrove Conservation Network (legal name: Putian Green Sprout Coastal Wetlands Research Center), China NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China	<a href="https://portals.iucn.org/union/sites/union/files/doc/25710_seng.pdf">https://portals.iucn.org/union/sites/union/files/doc/25710_seng.pdf</a>
	10	ASHMITA Nepal	Pride	Nepal	<a href="http://www.ashmitanp.org">http://www.ashmitanp.org</a>	NG	NG/24730 Bird Conservation Nepal NG/1059 National Trust for Nature Conservation, Nepal	<a href="https://portals.iucn.org/union/sites/union/files/doc/25692_ashmita.pdf">https://portals.iucn.org/union/sites/union/files/doc/25692_ashmita.pdf</a>
	11	Sanrachayan Bikash Faoondeson ( <i>Conservation Development Foundation</i> )	CODEFUND	Nepal	<a href="http://www.codefund.org">http://www.codefund.org</a>	NG	NG/25163 Wildlife Conservation Nepal NG/991 Nepal Forum of Environmental Journalists, Nepal	<a href="https://portals.iucn.org/union/sites/union/files/doc/25699_codefund.pdf">https://portals.iucn.org/union/sites/union/files/doc/25699_codefund.pdf</a>
	12	Centre of Live and Learn for Environment and Community	Live & Learn	Viet Nam	<a href="http://www.livelearn.org">http://www.livelearn.org</a>	NG	NG/1442 Institute of Ecological Economy, Viet Nam NG/1616 Central Institute for Natural Resources and Environment Studies, Viet Nam	<a href="https://portals.iucn.org/union/sites/union/files/doc/25697_ll.pdf">https://portals.iucn.org/union/sites/union/files/doc/25697_ll.pdf</a>

**Membership applications approved by the Bureau of the IUCN Council  
on 30 August 2017**

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	13	Horizon for a Green Environment	HORIZON	Jordan	<a href="http://www.horizondge.org">http://www.horizondge.org</a>	NG	NG/25604 Future Pioneers, Jordan NG/25537 Sustainable Development of Agricultural Resources, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25684_hge.pdf">https://portals.iucn.org/union/sites/union/files/doc/25684_hge.pdf</a>
	14	Al - Haswa Feminist Environmental Society	HFES	Yemen	n/a	NG	ST/661 Ministry of Environment, Jordan NG/22579 The Royal Marine Conservation Society, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25694_alhaswa.pdf">https://portals.iucn.org/union/sites/union/files/doc/25694_alhaswa.pdf</a>
	15	Environment Friends Association	EFA	Yemen	n/a	NG	ST/661 Ministry of Environment, Jordan NG/454 Royal Society for the Conservation of Nature, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25702_efa.pdf">https://portals.iucn.org/union/sites/union/files/doc/25702_efa.pdf</a>
	16	Ras Imran society for sea turtles conservation	RISST	Yemen	<a href="https://www.facebook.com/RasImranSociety">https://www.facebook.com/RasImranSociety</a>	NG	ST/661 Ministry of Environment, Jordan NG/454 Royal Society for the Conservation of Nature, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25703_risstc.pdf">https://portals.iucn.org/union/sites/union/files/doc/25703_risstc.pdf</a>
	17	Yemen Society for the Sustainability of Natural Resources	YSSNR	Yemen	n/a	NG	ST/661 Ministry of Environment, Jordan NG/22579 The Royal Marine Conservation Society, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25706_yssnr.pdf">https://portals.iucn.org/union/sites/union/files/doc/25706_yssnr.pdf</a>
Oceania	18	Tasmanian Land Conservancy Inc.	TLC	Australia	<a href="http://www.tasland.org.au">http://www.tasland.org.au</a>	NG	ST/450 Australian Government Department of the Environment, Australia NG/24912 Earthwatch Institute (Australia), Australia	<a href="https://portals.iucn.org/union/sites/union/files/doc/25709_tlc.pdf">https://portals.iucn.org/union/sites/union/files/doc/25709_tlc.pdf</a>
	19	The Department of National Parks, Sport and Racing	NPSR	Australia	<a href="http://www.npsr.qld.gov.au">http://www.npsr.qld.gov.au</a>	GA	<i>not required</i>	<a href="https://portals.iucn.org/union/sites/union/files/doc/25700_npsr.pdf">https://portals.iucn.org/union/sites/union/files/doc/25700_npsr.pdf</a>
West Europe	20	Stichting Floristisch Onderzoek Nederland (Dutch Botanical Research Foundation)	FLORON	The Netherlands	<a href="http://www.floron.nl">http://www.floron.nl</a>	NG	NG/25368 SOVON Vogelonderzoek Nederland, The Netherlands (Sovon Dutch Centre for Field Ornithology) National Committee of IUCN Members, The Netherlands	<a href="https://portals.iucn.org/union/sites/union/files/doc/25704_floron.pdf">https://portals.iucn.org/union/sites/union/files/doc/25704_floron.pdf</a>

**Membership application deferred by the GCC since the 69th Bureau meeting**

Meso and South America	21	Asociación para la Protección de los Recursos Naturales Renovables (Association for the Protection of Renewable Natural Resources)		Guatemala	<a href="http://www.gremialforestal.com">http://www.gremialforestal.com</a>	NG	1) NG/25460 Asociación de Reservas Naturales Privadas de Guatemala, Guatemala (Association of Private Nature Reserves of Guatemala) 2) NG/1090 Fundación Defensores de la Naturaleza, Guatemala (Defenders of Nature Foundation)	<a href="https://portals.iucn.org/union/sites/union/files/doc/25677_aprn.pdf">https://portals.iucn.org/union/sites/union/files/doc/25677_aprn.pdf</a>
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IN International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)  
NG National Non Governmental Organizations

GA Government agencies

**Name change of 4 current IUCN Members**

<b>Member ID</b>	<b>Country</b>	<b>Previous name</b>	<b>New name</b>
NG/25354	United Kingdom	Zeitz Foundation	Resource Africa United Kingdom
NG/1024	Australia	Centre for International and Environmental Law	Centre for Environmental Law
NG/25263	Republic of Korea	Jeju Special Self-Governing Province Agenda 21	Jeju provincial Council for Sustainability Development
NG/25671	The Netherlands	Panthera Leo Leo	Leo Foundation

## **B. DOCUMENTS SUBMITTED TO THE 71<sup>st</sup> BUREAU MEETING<sup>1</sup>**

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<sup>1</sup> Note that the documents submitted to the Bureau for consideration may differ from any of these documents subsequently approved by the Bureau, modified as the case may be during the Bureau meeting, and attached to the decisions and the summary minutes of the Bureau meeting.





## 71<sup>st</sup> Meeting of the Bureau of the IUCN Council

Meeting in person on Tuesday/Wednesday 29-30 August 2017  
IUCN Headquarters, Gland  
Room: Think Tank

Participants: all members of the Bureau have confirmed their attendance: Zhang Xinsheng (Chair), Patrick de Heney, Malik Amin Aslam Khan, Ali Kaka, Antonio Benjamin, Jan Olov Westerberg, Ayman Rabi, Jennifer Mohamed-Katerere, Peter Cochrane, Rustam Sagitov, Inger Andersen

Other participants: Sandrine Friedli Cela, Nick Bertrand, Luc De Wever

### Draft Agenda

Time	Agenda Items
<b>Tuesday 29 August 2017 (all day)</b>	
09:00-09:15	<b>Item 1: President's opening remarks and approval of the agenda</b>
09:15-10:00	<b>Item 2: Update on the follow-up to the outcomes of recent Council and Bureau meetings and decisions of the Bureau, as required</b> <i><a href="#">Document B/71/2/1</a> with the "Progress tracker" of all follow-up actions required (status 26 July 2017)</i>
10:00-13:00	<b>Item 3: Strategic session to discuss and appraise IUCN's performance</b> <i>Update on:</i> <ul style="list-style-type: none"> <li>a. <i>The financial situation and income generation</i></li> <li>b. <i>The Secretariat change process<sup>1</sup>, including any policy changes</i></li> </ul> <i>[A copy of the presentation will be shared in advance of the meeting]</i>  <i>* With inputs from the liaison groups established by B/69.</i>
13:00-14:00	LUNCH
14:00-16:00	<b>Item 3.1: Celebrating IUCN at 70</b> <i>Presentation followed by discussion of initiatives to celebrate the 70<sup>th</sup> anniversary of IUCN's foundation on 5 October 1948. [A copy of the presentation will be shared in advance of the meeting]</i>
16:00-17:00	<b>Item 4: Council's strategic objectives and priorities for 2017-20<sup>2</sup></b> <i>Preparation of a decision to be adopted by Council in November 2017 about the Council's strategic objectives and priorities for 2017-20 which were tentatively defined</i>

<sup>1</sup> Due to unavailability of Secretariat staff at the end of August, the lunch presentation initially planned for 29 August 2017 about the purpose, insights and concrete examples of the Programme reforms as part of the Secretariat change process towards "A relevant and stable IUCN Secretariat" will be moved to November, allowing the entire Council to take part. The Director General will include an update on this topic during her presentation to the Bureau under Item 3b.

<sup>2</sup> Regulation 44*bis*: "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."

	<p>during the 92<sup>nd</sup> Council meeting as :</p> <ol style="list-style-type: none"> <li>1. Strengthen income stability across the Union;</li> <li>2. Renew and promote IUCN's value proposition;</li> <li>3. Enhance implementation of the One Programme Charter.</li> </ol>
<b>Wednesday 30 August 2017 (morning only)</b>	
09:00-10:30	<p><b>Item 5: Update on the work of the Standing Committees of the Council including decisions of the Bureau, as required:</b></p> <p>5.1 <u>Finance and Audit Committee (FAC)</u></p> <p>5.2 <u>Programme and Policy Committee (PPC)</u></p> <p>5.3 <u>Governance and Constituency Committee (GCC)</u></p> <p><i>The GCC will present the recommendations of its meeting of 24 July 2017 about IUCN membership applications and name change of a number of IUCN Members, as well as the performance tools for inclusion in the Council Handbook. [The minutes of the GCC meeting will be distributed shortly as Bureau document B/71/5.3/1]</i></p>
10:30-11:00	<p><b>Item 6: Draft agenda of the 93<sup>rd</sup> Meeting of the IUCN Council (19-21 November 2017)</b></p> <p><i>Review of the draft agenda [Bureau document B/71/6/1 under development]</i></p>
11:00-12:00	<p><b>Item 7: Other issues brought to the Bureau for decision</b></p> <p>7.1 <u>Global Pact for the Environment</u><sup>3</sup></p> <p>7.2 <u>Appointment of additional members of the Steering Committees of :</u></p> <ul style="list-style-type: none"> <li>• the IUCN Commission on Education and Communication (CEC)</li> <li>• the IUCN Commission on Environmental, Economic and Social Policy (CEESP)</li> </ul> <p><i>[Bureau document B/71/7.2/1 under development]</i></p> <p>7.3 <u>Date and place of the 94<sup>th</sup> and 95<sup>th</sup> Meetings of the IUCN Council</u></p> <p><i>Subject to the timely receipt of a proposal from the Jeju Special Self-Governing Province, Bureau of Environment Conservation (IUCN Government Agency Member) to host the 95<sup>th</sup> meeting in Jeju on 6-8 October 2018. Following receipt of a proposal from Councillor Norbert Baerlocher for a Council excursion at the occasion of the 94<sup>th</sup> Council meeting, it is proposed to determine the dates of the Council meeting (30 April to 2 May 2018) in order to enable Mr Baerlocher to proceed with preparations for the excursion. [Bureau document B/71/7.3/1 under development]</i></p>
12:00-12:30	<p><b>Item 8: Agenda and priorities for the Bureau in the period until the next Council meeting</b></p> <p><i>Including the question whether to schedule a Bureau meeting in person immediately before the 93<sup>rd</sup> Council meeting, i.e. on 18 November 2017.</i></p>
12:30-13:00	<p><b>Item 9: Any other item with the permission of the Chair</b></p>
13:00	<p><b>Adjournment</b></p>

<sup>3</sup> For the text of the Draft Global Pact for the Environment, click [here](#) ; for the event on the Global Pact for the Environment, click [here](#).

## Follow-up to the Council and Bureau meetings held since the 2016 Congress – Progress tracker - status 26 July 2017

[The present document is an updated version of Bureau document B/69/2/1. It is intended to track progress on all actions required by/from Council and Bureau since the 2016 World Conservation Congress, including actions which the IUCN Council 2012-16 recommended or deferred to the next Council]

### Colour Code:

2016 Congress follow-up
Strategic direction
Oversight
Fiduciary Responsibility

### References:

WCC-2016-Res-... = 2016 Congress Resolution
C/92 = 92 <sup>nd</sup> meeting of the Council (8-9 February 2017)
B/69 = 69 <sup>th</sup> meeting of the Bureau (15-16 May 2017)
B/70 = 70 <sup>th</sup> meeting of the Bureau (6 June 2017)
B/71 = 71 <sup>st</sup> meeting of the Bureau (29-30 August 2017)
C/93 = 93 <sup>rd</sup> meeting of the Council (19-21 November 2017)

	Decision (DEC) Summary Minutes (MIN)	Action required	Responsible	Timeline	Status	Next steps
1	WCC-2016-Res-001 DEC C/92/8 Annex 7 (PPC Report p.3)	Secretariat report on progress made and proposals on a step-wise process to follow-up to Resolution WCC-2016-Res-001 on <b>Identifying and archiving obsolete Resolutions and Recommendations</b>	1. Secretariat proposal 2. PPC	PPC at C/93	IN PROGRESS	IN PROGRESS
2	WCC-2016-Res-002	Council to <b>recognize a Global Group for National and Regional Committee Development</b>	Council		COMPLETED Cf. DEC C/92/11	<b>COMPLETED</b>
3	WCC-2016-Res-003 DEC C/92/8 Annex 9 (GCC Report p.2)	1. Pre-working group of GCC to propose to GCC ToR and membership for the working group required by WCC-2016-Res-003 on <b>"Including regional governments in the structure of IUCN"</b> 2. GCC recommends to Council the establishment of the working group 3. Council approves establishment of the working group	1. pre-working group led by Jenny Gruenberger 2. GCC 3. Council	1. GCC at C/93 2. tbc 3. tbc	IN PROGRESS	IN PROGRESS
4	WCC-2016-Res-018	Requests Council to adopt the <b>framework for the IUCN Environmental Impact Classification for Alien Taxa</b> as the union's standard for classifying alien species in terms of their environmental impact (following the consultation process referred to in the Resolution)	PPC/Council	After the consultation process	No attention from PPC required at this stage: DEC C/92/8 Annex 7 (PPC Report	IN PROGRESS

					p.3)	
5	WCC-2016-Res-029 DEC C/92/8 Annex 7 (PPC Report p.4) MIN C/92 p.7	1. Core group of PPC for the preparation of an “urban task force” to propose ToR to scope how the <b>IUCN Urban Alliance</b> which the Council is required to establish (WCC-2016-Res-029) would look like and how it would be resourced, among other things. 2. PPC approves ToR, name and membership of the task force.	1. core group led by Jonathan Hughes 2. PPC	PPC prior to C/93	PPC Chair’s update: MIN B/69 p.5-6	PPC Decision
6	WCC-2016-Res-030	Council actions required under WCC-2016-Res-030 <i>“Recognizing and respecting the <b>territories and areas conserved by indigenous peoples and local communities</b> (ICCAs) overlapped by protected areas”</i>	PPC?		Not mentioned in PPC Report C/92 (DEC C/92/8 Annex 7)	?
7	WCC-2016-Res-045	Council to approve a <b>policy statement on the importance of the conservation of primary forests</b>	PPC/Council upon a proposal from the Secretariat		PPC agreed to monitor: DEC C/92/8 Annex 7 (PPC Report p.4)	IN PROGRESS
8	WCC-2016-Res-052	Council, Commissions and Members assist the Director General both technically and intellectually with the methodology for <b>establishing such a Marine Protected Area (Astola Island)</b>	WCPA		PPC recommend WCPA to follow this up: C/92/8 Annex 7 (PPC Report p.4)	IN PROGRESS
9	WCC-2016-Res-056 DEC C/92/8 Annex 7 (PPC Report p.4) MIN C/92 p.7 DEC C/90/4 (Aug 2016)	1. Core group of PPC for the preparation of a <b>“climate change task force”</b> to propose ToR 2. PPC approves ToR and membership of the task force 3. The IUCN Council 2012-16 recommended the <b>report of its Climate Change Task Force</b> to the Director General and the next Council for consideration. <sup>1</sup>	1. core group led by Angela Andrade 2. PPC 3. Secretariat and PPC/Council	2. PPC prior to C/93	PPC Chair’s update: MIN B/69 p.5-6	PPC Decision
10	WCC-2016-Res-075 DEC C/92/9 DEC C/92/8 Annex 7 (PPC Report p.4)	Chair CEESP and Secretariat to recommend Council response to WCC-2016-Res-075 <i>“Affirmation of the role of <b>indigenous cultures</b> in global conservation efforts”</i>	Chair CEESP and Secretariat	PPC at C/93	IN PROGRESS	IN PROGRESS

<sup>1</sup> “Elements of an Institutional Strategy for IUCN on Climate Change” endorsed by the IUCN Council at its 90<sup>th</sup> Meeting (31 August 2016, decision C/90/4)

11	WCC-2016-Res-086	Council, based upon the recommendations of the assessment, to develop an IUCN policy to guide the Director General, Commissions and Members on biodiversity and nature conservation in relation to <b>synthetic biology</b>	Secretariat and Commissions		No PPC action until assessment is available: C/92/8 Annex 7 (PPC Report p.4)	IN PROGRESS
12	WCC-2016-Dec-113	With the objective of <b>improving the motions process</b> for the future, and based on IUCN Members' feedback on the online discussion and vote on motions prior to the 2016 Congress, Council, if needed, prepares <b>amendments to the Rules of Procedure</b>	See below: Bureau WG on governance reforms			IN PROGRESS
13	MIN B/69 p.1-2 DEC C/88/4 (April 2016) WCC-2016-Dec-113	Working Group established by the Bureau in May 2017 to report to Bureau in November 2017 <b>identifying areas for improvement of IUCN governance</b> . Bureau to propose to Council process with timeline for each of the reforms identified. This will include, among others, 1) the recommendation of the Council 2012-16 (which itself was based on the recommendation of its Nominations Committee), that the next Council (2016-20) gives consideration to the elaboration of detailed procedures to harmonize the <b>Commissions nominations process</b> among all Commissions in order to give full effect to Regulation 30 <i>bis</i> and 2) amendments to the Rules of Procedure to improve the motions process (WCC-2016-Dec-113)	Bureau WG and Bureau	C/93 <sup>2</sup>	IN PROGRESS	WG report to B/72 (Nov 2017)
14	MIN C/92 p.12	<b>Council's strategic objectives and priorities 2017-20:</b> "[The President] suggested that the Vice-Presidents examine this further with the assistance of the DG and Secretariat, and report to the Bureau in view of preparing a decision of the Council which could be finalized by electronic communication before the	Bureau / Council	C/93	IN PROGRESS	

<sup>2</sup> Proposals to reform the Statutes, Rules and/or Regulations related to election procedures will need to be developed and approved in 2018 in time to apply to the Call for nominations to be launched in 2019 for the elections to be held during the 2020 Congress.

	MIN B/69 p.8	next Council meeting and invited all Council members to write to the President, the Vice-Presidents, the DG or the Secretary to Council with further ideas as input for the Vice-Presidents.” While the 1 <sup>st</sup> and 3 <sup>rd</sup> strategic priority areas identified during the 92 <sup>nd</sup> Council Meeting (income stability and implementation of the One Programme Approach) had already been the focus of the Director General and the Bureau, the 2 <sup>nd</sup> priority area, the need for a stronger value proposition, required more attention. Peter Cochrane volunteered to prepare a <b>conversation starter on the value proposition</b> . The suggestion was made for Bureau to facilitate the development of the value proposition, with the assistance of the Secretariat and the CEC.				Peter Cochrane prepares “conversation starter” on the value proposition
15	MIN C/92 p.14	“As a new world order was coming into place, albeit with a lot of unpredictability and uncertainty, it was important to monitor the external environment which was volatile, and to assess how to position the Council. For this purpose, the IUCN President intended to <b>establish a small group of experienced 2<sup>nd</sup> term Council members, chaired by Andrew Bignell</b> , to work closely with the President.”	President		IN PROGRESS	IN PROGRESS
16	MIN B/69 p.3	The Bureau concluded, following comprehensive discussions on the financial challenges facing IUCN and the response pathway being followed, that a <b>liaison group</b> comprised of members of the Bureau (to be finalized by the President after consultations) will be established with the purpose of <b>gathering further relevant information for establishing time bound financial targets and keeping track of progress towards the achievement of these targets</b> in order to report back to the Bureau and, if required, composing a draft formal decision for Council. The IUCN President requested Ayman Rabi to chair the group.	Ayman Rabi, chair of liaison group		IN PROGRESS	Progress report at B/71
17	MIN B/69 p.5	After a detailed discussion of the organizational	Ali Kaka, Chair		IN PROGRESS	Progress report at



		change process, the valuable and incisive findings of the December 2016 staff survey, and other HR related matters, the Bureau decided to establish a <b>liaison group</b> composed of members of the Bureau (to be finalized by the President after consultations), with the purpose of <b>servicing as contact point of further exploring the current HR procedures and policies, rules and practices applied within IUCN</b> with the objective of reporting back to the Bureau with its recommendations and, if required, composing a draft decision for Council. The President requested Ali Kaka to chair the group.	of liaison group			B/71
18	MIN B/69 p.5	With respect to the (last) slide about the <b>requirements for reporting to the FAC on HR issues</b> , the Bureau members agreed to the DG preparing a collation of documents considered relevant for the FAC to exercise its oversight role in addition to the revision of the Staff Rules which have not been updated since 2003, and subsequently to request the FAC whether it wishes to receive additional information.	Secretariat	FAC at C/93	IN PROGRESS	IN PROGRESS
19	DEC C/88/19 (April 2016)	<b>Socially responsible investment</b> In April 2016, the IUCN Council requested its Finance and Audit Committee to investigate options for divesting IUCN from petrochemicals, agrochemicals (Syngenta), and tobacco securities of any kind, and report back to Bureau with the aim of having a full discussion at the first ordinary meeting of the Council in the next term (2017-20).	FAC/Council	C/93	IN PROGRESS	IN PROGRESS
20	MIN C/92 p.4-5	Confirm and record any changes in the <b>membership of the Council committees</b> occurring following the adoption of decision C/92/3	Bureau	B/69	COMPLETED Cf. MIN B/69 p.2	<b>COMPLETED</b>
21	DEC C/90/8 <sup>3</sup> DEC C/92/8 Annex 7 (PPC Report p.4)	1. Develop ToR for a <b>Private Sector Task Force</b> 2. PPC approves ToR and membership of the task force	1. Jonathan Hughes at the request of the	PPC prior to C/93	PPC Chair's update: MIN B/69 p.5-6	PPC Decision

<sup>3</sup> By decision C/90/8 adopted at its 90th Meeting in August 2016, the IUCN Council recommended to the next Council to consider establishing a Private Sector Task Force in order to sustain the positive experiences of the current term (2012-16).

			PPC Chair 2. PPC			
22	DEC C/92/8 Annex 7 (PPC Report p.4)	Secretariat update on IUCN's engagement on <b>food systems</b>	Secretariat	PPC at C/93	IN PROGRESS	IN PROGRESS
23	DEC C/92/8 Annex 7 (PPC Report p.5)	1. Secretariat to conduct a stocktaking study on various pieces of work done by the Secretariat programmes and the Commissions on relationships between healthy ecosystems and human health. 2. This study would then inform PPC at its next meeting to make a recommendation on how to strengthen the <b>inclusion of health dimensions in the work of IUCN.</b>	1. Secretariat 2. PPC	PPC at C/93	IN PROGRESS	IN PROGRESS
24	DEC C/92/8 Annex 7 (PPC Report p.4) MIN C/92 p.7	1. Recommendation PPC of ToR and appointment of a <b>Council gender focal point</b> 2. Recommendation PPC for <b>amendment of Regulation 45bis</b> regarding Council's oceans focal point with a view to making this provision more generic.	1. PPC 2. PPC (and GCC?)	PPC at C/93	PPC Chair's update: MIN B/69 p.5-6	IN PROGRESS
25	MIN C/92 p.13	"In the absence of any objection, the IUCN President accepted the request from a Council member that Council referred the decision on the <b>appointment of the IUCN Council Global Oceans Focal Point</b> (Regulation 45bis) to the Bureau."	Bureau		IN PROGRESS	IN PROGRESS
26	DEC C/92/10	1. Commission Chairs work with Secretariat / CFO Mike Davis to prepare a revised draft of the <b>Commission Financial Rules</b> 2. FAC to consider revised draft at its remote meeting to be held at the end of May / beginning of June 2017 3. Bureau decision on recommendations FAC	1. Commission Chairs/Secretari at 2. FAC 3. Bureau	1. Mid-May 2. End May/early June 3. June	COMPLETED Cf. DEC B/70/4	<b>COMPLETED</b>
27	DEC C/90/3 DEC C/92/13 DEC B/69/2 DEC B/69/3	Council, Bureau and GCC decisions to defer consideration of the membership applications from: 1. <b>Tajjin - AITA Foundation</b> (until the 93 <sup>rd</sup> Council meeting in November 2017 in order to consider the objections to the application and further information requested on the IUCN Sustainable Use Policy) 2. <b>Window to Environment</b>	1. GCC/Council 3. Council 4. Bureau 5. GCC/Council	1. C/93 3. C/93 4. B/71 5. C/93	2. <b>COMPLETED</b> Cf. DEC B/69/3  1, 3, 4 and 5 IN PROGRESS	B/71 considers recommendations GCC on 4.

		<p>3. <b>International Fund for Animal Welfare (IFAW)</b></p> <p>4. <b>Asociación para la Protección de los Recursos Naturales Renovables</b> (Guatemala) (until further information will have been received enabling the GCC to verify that the conditions for admission are fulfilled)</p> <p>5. <b>David Suzuki Foundation</b> (Canada) which received objections from IUCN Members, until the 93<sup>rd</sup> meeting of IUCN Council (November 2017)</p>				
28	DEC C/92/14	FAC and GCC prepare <b>membership dues</b> 2021-24 in time for submission to 2020 WCC	FAC & GCC	C/98 (April 2020)	IN PROGRESS	IN PROGRESS
29	DEC C/92/8 Annex 9 (GCC Report p.8) MIN C/92 p.3	Proposal Union Development Group / Enrique Lahmann of GCC email discussion and/or remote meeting regarding opportunities for GCC to provide input to the <b>membership engagement strategy</b>	Secretariat	GCC prior to C/93	IN PROGRESS	IN PROGRESS
30	DEC C/92/8 Annex 9 (GCC Report p.3)	<p>1. GCC to make recommendation to Council regarding the three performance tools to be annexed to the <b>Council Handbook</b></p> <p>2. The Vice-Presidents acting as Ethics Committee advise the Secretary to Council regarding proposed revisions of the Council Handbook on Code of Conduct issues and/or make recommendations to Council</p> <p>3. Council approves the Council Handbook (version 23 January 2017) with the revisions proposed by the GCC and the Ethics Committee</p>	<p>2. Ethics Committee</p> <p>3. Council</p>	<p>1. B/71</p> <p>2. C/93</p>	<p>1. IN PROGRESS</p> <p>2. PARTLY COMPLETED Cf. B/70/5 and Ethics Committee (EC) decisions 23 May 2017</p>	<p>1. B/71 considers recommendations GCC</p> <p>2. Discussion of EC/1/2 in B/71 and decision in C/93</p> <p>3. EC guidance on EC/1/3, EC/1/5-7</p>
31	MIN C/92 p.13	<p>1. Proposals for <b>additional appointments for the Commission steering committees</b> which the Chairs of WCEL, CEC and CEESP announced during the 92<sup>nd</sup> meeting.</p> <p>2. Bureau takes the decision</p>	<p>1. Chairs WCEL, CEC and CEESP</p> <p>2. Bureau</p>	1. B/71 for CEC and CEESP	IN PROGRESS	Decision B/71 for nominations CEC and CEESP
32	DEC B/69/6	Determine the <b>specific dates of Council meetings</b> in 2018-20 taking into account the time periods approved by the Bureau	Secretary to Council		IN PROGRESS	Decision B/71 for dates 94 <sup>th</sup> and 95 <sup>th</sup> Council meetings
33	MIN B/69 p.9	Prepare a more focused draft response to the letter from <b>The Ecological Society of the Philippines</b> to	Secretary to Council		COMPLETED	<b>COMPLETED</b>

		be sent in the name of the Bureau				
34	MIN B/70 p.2	<p>1. The Ethics Committee's recommendation EC/1/2 regarding the <b>IUCN World Heritage Panel</b> is referred a) for discussion to the next meeting of the Bureau, b) for decision to the next Council meeting.</p> <p>2. With regard to the issue of there being a legal obligation requiring the agreement of the World Heritage Committee before approving the Ethics Committee's recommendation, it was requested that the requisite legal information may be provided to aid further discussion on the matter.</p>	<p>1. a) Bureau and b) Council</p> <p>2. Director General</p>	<p>1. a) B/71 b) C/93</p> <p>2. Prior to B/71</p>	IN PROGRESS	IN PROGRESS
35	MIN B/70 p.3	The President asked the Legal Adviser to explain in writing the modifications of Swiss law requiring the President to sign off on the financial statements.	Legal Adviser		COMPLETED	<b>COMPLETED</b>

Prepared by Luc De Wever, Secretary to Council

## **BUREAU HR LIAISON GROUP REPORT**

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### **Introduction**

Pursuant to the establishment of the Liaison Group of Bureau on Human Resources matters, communication has been ongoing between the Group's Chair and the DG.

The following are items on which we have received information and feedback after some initiative by the DG and some responses received on specific items raised by the Chair of the LG.

### **Updates received from Secretariat**

#### **Docs from DG:**

1. CoS
2. NEW Performance Guidelines
3. Local PAY Evaluation reports
4. "Interim Retirement guidelines"
5. "Talent sourcing guidelines"
6. Staff comments from "Listening Post"

**Responses to queries from LG: (will not go into details as DG has already voluntarily circulated to all VPs and Bureau)**

1. Updates on any new Policy enacted since "Change Management commenced"
2. Update on recent staff placements - "query not understood"
3. Update on any new changes to senior staff
4. Summary of staff feedback on change process
5. Update on "Hubbing" of regional offices
6. Opportunity to meet with the Head of HQ staff representative

### **General Observations**

- "No new Policies "since commencement of Change process". However, some changes have been effected since the DG joined IUCN
- "No change to retirement Policy". "All policies will abide by national laws". However, "a new policy will be issued in 2016, which is now pushed to 2017". This is aimed at "standardizing" existing policy.
- Feedback reports circulated. Urge members to study the staff responses to the ongoing process. It is IMPORTANT for Bureau to ask if there has been any follow up planned to the responses from the Secretariat. Was the staff satisfied with the response or is the grievance or query still

not cleared. DG has indicated there will not be a continuation of this “listening post”. Yet changes will still continue? If yes, then what is the plan for staff feedback?

- “Hubbing”: Response refers. Is the hubbing a permanent arrangement? Will ORO and SUR cease to be full-fledged regional offices?
- Senior staff changes – DG choses to provide a “Confidential report to Bureau during the meeting”. Some recruitment carried out or planned.
- Opportunity to meet HQ Head of staff rep: DG has expressed objection to this as being contrary to Statutes, etc. Explanation given in detail on her e-mail.....

### **Recommendations**

- 1. All new rules, directives and guidelines be embedded in Policy and avoid non-Policy guidelines. This is a good idea to ensure certainty and avoid any possible legal implications. And, Bureau and Council should have a role in reviewing policy development.**
- 2. The draft of the new Retirement policy (2017) be circulated to Bureau for views in advance**
- 3. In light of a budget deficit scenario, we recommend that Recruitment of all senior staff that do not have existing vacancies to fill urgently such as RDs and others, perhaps need to be discussed at FAC prior to recruitment.**
- 4. Meet staff reps: we recommend further discussion by Bureau members on the response by the DG and whether it is helpful to completely bar Bureau to discuss with staff for independent consultation.**
- 5. INDEPENDENT feedback on change process THRU the Listening Posts on changes taking place has been a good idea. However, it needs to continue as well as expand. We therefore recommend independent feedback of the change process engaging Regional Committees, National Committees, a cross section of commissions, IUCN Members and staff led by, and with reporting to Bureau, is recommended to determine degree of overall success and gauge any remaining concerns to strategically improve this critical process. We believe it will be a helpful exercise to Secretariat and Bureau.**

### **Conclusion**

- The LG has seen the importance of obtaining more details on HR matters to Bureau to better inform and provide guidance as is expected in its supervisory and governance role.
- The LG can and will be an effective conduit for Bureau and Council in general on HR matters which need not wait for reports from DG at Council. And to provide advice and guidance to Secretariat.

## Some thoughts on the IUCN Value Proposition

### 1. *The existing value proposition from the current brochure on benefits to members*

#### 2b Our value proposition

The way we use our brand to convince and encourage people to support us is our value proposition:

- IUCN provides credible, trusted knowledge
- IUCN convenes and builds partnerships for action
- IUCN has global-to-local and local-to-global reach
- IUCN influences standards and practices

The four elements of our value proposition make us distinct from other conservation organizations. Our value proposition is outlined in the IUCN Programme and we need to convey it in all of our communications.

### 2. *my brain dump on what I think our value is to members*

Our value to members is access and the opportunity to contribute to:

- a unique diverse membership in a democratic union of governments, government agencies, International NGOs, NGOs and Indigenous Peoples Organisations, six global networks of expert volunteers, and the convening power to bring these diverse interests together creatively and constructively
- world class knowledge, science, authoritative technical expertise and advice
- global, regional and national policy influence, policy expertise and advice, and an authoritative and powerful voice for conservation, including through IUCN's official observer status at the United Nations
- communities of practice, global networks, partnerships to develop, leverage and implement programmes and projects that address global challenges through the lens of conservation and to develop and implement global conservation standards, norms, data and best practice in nature conservation
- a professional global organization meeting the highest expected standards with offices and staff in 55 locations around the world and the expertise and track record of operating at scale from global, regional, national to on-the-ground action.

Addendum:

*And what we aim to do is to Inform, Influence, Inspire nature-based solutions to global challenges*



IUCN Strategic Risks from DGs report to 92<sup>nd</sup> Council

<p><b>Political risk</b> (POL)</p>	<p>Populists gaining more power in 2017 in the wake of the Brexit and results of the US election -- <i>e.g.</i> Unpredictable America, power vacuum in Europe (Brexit, France, Greece,...), erosion of multilateralism, “post truth” politics, war on science, delegitimized international organizations...</p>
<p><b>Financial risk, resource mobilization risk</b> (FIN)</p>	<p>Continued pressure in 2017 on the use of public funds owing to unresolved refugee crisis, economic downturn, pressure on the Euro, raised expectations from agencies (<i>e.g.</i> DFID, 2016) and political shifts. Impact on contributions to IUCN core funding</p>
<p><b>Relevance risk</b> (REL)</p>	<p>How does IUCN show relevance to the “global conversation?”</p>
<p><b>Partnership risk</b> (PAR)</p>	<p>Donor confidence, third-party relationships management</p>
<p><b>Corporate governances risks</b> (GOV)</p>	<p>Council adheres to enhanced practices and governance reforms carried out in 2016 and provides strategic direction functions</p>
<p><b>Tone at the top risk</b> (TON)</p>	<p>Responding to the need to show leadership</p>
<p><b>Structural risk</b> (STR)</p>	<p>Organic structure of the Union; some elements of Union with limited oversight and varying legal status; membership strategy</p>
<p><b>Change management risk</b> (CHA)</p>	<p>Importance of successful organizational change</p>

**GCC Conference Call, Monday 24 July 13h00 (CET)**

**Present:**

Jennifer Mohamed-Katerere (Chair)  
Jenny Gruenberger (Vice-Chair)  
Ali Kaka  
Tamar Pataridze  
Lider Sucre  
Sixto Inchaustegui  
Rosie Cooney (invited to speak about Sustainable Use)

Secretariat: Enrique Lahmann, Luc De Wever, Fleurange Gilmour, Sarah Over, Anja Miller,

**Apologies:**

Mamadou Diallo (could not connect to the call)  
Hilde Eggermont (proxy given to Tamar Pataridze)  
Youngbae Suh (proxy given to Ali Kaka)  
Masahiko Horie

The Chair welcomed everyone and introduced Dr Cooney, Chair of the Sustainable Use Livelihood joint working group of the SSC and CEESP. The order of items on the Agenda was amended slightly to allow Dr Cooney to speak first.

**Item 1: Discussion of Sustainable Use Policy. Implications for pending membership applications to be decided in November. Presentation by Rosie Cooney, Chair SULI, SCC and CEESP.**

Dr Cooney gave a presentation on Sustainable Use and specifically:

1. Why sustainable use is important;
  - Use of wild resources is fundamental to human cultures, livelihoods, food security and wellbeing. People use wild species for food, healthcare, income, shelter, ornament, cultural and spiritual practices, and clothing
  - There are excellent examples of sustainable use of wild species over very long timescales, from small scale community forests in India to Australia managing a harvest of millions of kangaroos for 40 years without negative impact
  - The conservation model for a number of countries depends intrinsically on use of wild species.
2. IUCN and sustainable use;
  - IUCN worked on sustainable use in a concentrated way for a number of years and developed the [Policy Statement on Sustainable Use of Wild Living Resources which emphasises the wide range of human benefits that are gained from Sustainable Use and emphasises all use needs to be compatible with](#) biodiversity conservation. If use is sustainable, the target species and its ecosystem are conserved: sustainable use = conservation.
  - The key insight underlying the policy is the following statement: IUCN concludes that: a) Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them.
3. The use of wild species to help conservation;
  - To understand this we need to understand current threats to wild species and ecosystems, because it is by countering these threats that sustainable use can provide positive benefits to conservation.
  - At a very general, global level, the main threats to terrestrial species are habitat loss and degradation, along with uncontrolled overexploitation for certain species.
  - The SSC has developed [Guiding Principles for Using Trophy Hunting as a Conservation Tool](#), and the IUCN has published a [Briefing Paper](#). These documents recognise that when

well managed, trophy hunting can deliver important benefits for species protection and recovery, habitat conservation, and reducing illegal hunting and illegal wildlife trade, as well as delivering important livelihood benefits to rural communities.

- Trophy hunting is a type of use (as is fishing, tourism, subsistence hunting, etc). Any use can be sustainable or unsustainable. IUCN recognises the value of *sustainable* use. But whether any particular use is indeed sustainable or not has to be determined looking at the specifics of a particular situation within a particular management context. Much hunting is unsustainable, as is much fishing and much tourism. IUCN does not of course support those. The existence of the bad examples does not undermine the value of those that are well managed, sustainable, and/or positively benefiting conservation.

#### 4. Some conclusions

- IUCN is and should be a broad network.
- Some organisations do really raise problematic issues with respect to becoming IUCN members. Article [7\(d\)](#) of IUCN Statutes contain paragraph which states that as a condition of membership, the applicant "*does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN*". It is a very relevant and perhaps necessary question to ask whether activities of an organisation infringe this requirement.
- A particular concern would be campaigning activities at policy level that have very broad effects on conservation programmes all over the world, including those of IUCN members and IUCN thematic or regional programmes (eg. campaigns for banning trophy hunting, i.e. call for general bans on trophies that would affect all hunting programmes).
- Any *indiscriminate* campaigning against forms of use that can be proven beneficial to conservation in some circumstances is in actuality undermining conservation and contravenes Art 7(d).
- Questions along the lines of the above could be asked to IUCN Membership applicants.

[Discussion summary \(Dr Cooney's full presentation notes and her presentation on trophy hunting that she gave recently at the International Mammalogical Congress are available \[here\]\(#\)\).](#)

On the questions that could be asked of applicants to determine their stance on sustainable use, Dr. Cooney proposed some sample questions (see below) for possible inclusion on an updated version of the membership application form. The GCC acknowledged the value of these questions and noted that more detailed and rigorous analysis is needed before admitting an applicant to IUCN. Suggested questions to add in the application form:

- Do you have an organisational policy or approach (formal or informal) on sustainable use of wild resources and its role in conservation?
- Do you carry out any activities that actively seek to end specific classes of use of wild resources, regardless of whether they are legal and may be playing a positive conservation role in specific contexts?
- Do you ensure any active efforts to stop use, such as campaigns/communications against certain forms of use, will not have negative conservation consequences for any specific local or national conservation initiatives or efforts? How do you ensure this?
- To what extent do your organisation's vision and objectives aim to promote the conservation of nature, as distinct from promoting the welfare and interests of individual animals, recognising that there can be tensions and conflicts between these aims?

Enrique Lahmann pointed out that it was necessary to ensure that the discussion on trophy hunting and sustainable use was discussed in the context of the role of the GCC in the evaluation of IUCN membership applications. He felt that the questions raised by Dr. Cooney were pertinent to membership applications and should be included in the application form.

In terms of maintaining IUCN's enormous value as a deliberative, consensus-oriented, and evidence-based conservation forum, where divergent views are generally respected, another question proposed is:

- Is the organisation a highly media-oriented, campaigning, oppositional organization whose entry into IUCN could jeopardise consensus-building? Or are they science-based and open to debate, compromise and collaborative efforts?

On the issue of indiscriminate campaigns against consumptive use, Dr Cooney clarified that there is a difference between trying to save a species and being involved in saving individual animals.

On the issue of whether Trophy Hunting can be considered as “killing for fun”, Dr. Cooney advised that Trophy Hunting when properly conducted is a practical solution that has positive outcome for equity as well as sustainable use. Tourism (often the only other feasible alternative) is limited by location viability factors, particularly in countries where safety and security issues are of concern to international travellers. . She also highlighted the fact that to label trophy hunting as “killing for fun” is not accurate. As a general rule everything trophy hunted is used

Dr. Cooney agreed with Sixto Inchaustegui that the term Sustainable Use can be and often is abused. With regard to his concern about Trophy Hunting leading to directional selection, Dr. Cooney confirmed that this was possible but scientific evidence showed that this only happened in very limited circumstances.

The GCC was urged not to focus on matters that are beyond its remit in the consideration of membership applications. Decisions should be based on science, not psychology or emotion.

Enrique Lahmann drew attention to the fact that a distinction should be made between the Sustainable Use, which is an IUCN policy adopted by Congress, and the SSC trophy hunting guidelines which are designed as a tool to be used in supporting conservation. He stressed that the GCC should not evaluate an application solely on the basis of where or not an organisation supports trophy hunting. Applications should be considered on a case by case basis. The Chair agreed confirming that trophy hunting can be (and is) considered as one important form of Sustainable Use, provided it is conducted following the SSC Guidelines.

### Conclusion

The Chair concluded that this conversation was really the beginning of a process that can be used going forward. GCC (and Council) needs to strengthen their understanding of the various issues around sustainable use and applications for membership.

It was agreed that improvements in the consideration of membership applications will be made going forward and this would include a proposal to add the questions discussed to the application form .

It was agreed that a draft IUCN Species Programme paper on sustainable use would be shared with GCC/Council once the SSC had provided its input.

### **Item 2: Pending membership applications for decision** - *Asociación para la Protección de los Recursos Naturales, Guatemala (APRN)*.

Issues had been raised by GCC about this application for membership, including whether or not they were actually a conservation organisation.

### Discussion

Lider Sucre explained that the confusion was caused by their generic name. Background research had found no complaints or hidden agenda and he voiced his support for the application.

The Chair raised her concern as to whether or not the organisation was actually an NGO. Secretariat confirmed that the information received was that it is an NGO and a not-for profit organisation.

The application form, the assessment form used by the Secretariat to review membership applications and the feedback received from the Regional office for México, Central America and the Caribbean, the Guatemala National Committee and the applicant is available [here](#).

### Conclusion

On the basis that the organisation is indeed a NGO, the Chair and other members of the GCC agreed to support the admission and would recommend to Bureau to admit APRN as a Member of IUCN.

### RECOMMENDATION TO BUREAU:

Membership application from the Asociación para la Protección de los Recursos Naturales Renovables, Guatemala

The Governance and Constituency Committee,

*Having reviewed* by email correspondence between 13 and 23 July 2017, and discussed during its conference call on 24 July, the membership application from the Asociación para la Protección de los Recursos Naturales Renovables, Guatemala and the additional information received from the Regional office for México, Central America and the Caribbean, the Guatemala National Committee and the applicant, following the decision by the 69<sup>th</sup> Bureau to defer until further information was received, enabling the GCC to verify that the conditions for admission are fulfilled,

Recommends to the Bureau of the IUCN Council to approve the admission of the Asociación para la Protección de los Recursos Naturales Renovables, Guatemala applying for IUCN membership in accordance with Regulation 18.

**DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,  
*On the recommendation of* the Governance and Constituency Committee,  
Approves the admission of the Asociación para la Protección de los Recursos Naturales Renovables, Guatemala applying for IUCN membership in accordance with Regulation 18.

**Item 3: 21 new membership applications' recommendation to Bureau, including Lahore Waste Management Company, Pakistan**

None of the [21 applications circulated to Members](#) received any objections. However, some concerns had been raised by the Secretariat about the [Lahore Waste Management Company](#):

- Are they a government agency or not; and
- Are their activities based on conservation protection?

Due diligence was carried out and the Pakistan office had been very positive about their admission Concerns raised by the Secretariat and feedback from the Pakistan Country office is available [here](#).

Discussion

On the question of the organisation's legal status: GCC members highlighted the contradiction in the supporting documents as the organisation was referred to as being a company in one document and a government agency in another.

On the issue of the organisation's track record in conservation, GCC concluded that whilst their conservation vision is clear, they do not have the track record in conservation that is required by the IUCN Statutes for admission as a Member of IUCN.

Conclusion

The GCC unanimously rejected the application and suggested that when informing them, the Secretariat should invite them to re-apply at a later stage when they have carried out their proposed conservation activities and when they can clearly set out their legal status and which category they wish to apply for. (According to the Statutes, any applicant rejected by Council shall not reapply for three years. GCC felt this would be a good time for them to get a track record).

The remaining 20 applications were then discussed.

The GCC asked the Secretariat to clarify why the four applications from Yemen had endorsement letters submitted through Jordan.

Enrique Lahmann explained that since there are currently no IUCN Members in Yemen, it was not possible to have any letters from other organisations there. The endorsements came from the Ministry of the Environment in Jordan, the Royal Society for the Conservation of Nature and the Royal Marine Conservation Society, which have a good reputation and the Regional Office for West Asia based in Jordan had worked with.

### Conclusion

The GCC unanimously recommended that Bureau approve the admission of the 20 applicants (i.e., all applicants except the Lahore Waste Management Company).

### Recommendation to Bureau

The Governance and Constituency Committee,

*Having reviewed* by email correspondence between 13 and 23 July 2017 and discussed during its conference call on 24 July, the 21 membership applications which had been filed by 31 March 2017 and received no objections from the IUCN membership,

Recommends to the Bureau of the IUCN Council to approve the admission of 20 organisations and/or institutions applying for IUCN membership in accordance with Regulation 18. (List which also includes the above mentioned application from Asociación para la Protección de los Recursos Naturales Renovables is available [here](#))

Recommends to the Bureau of the IUCN Council to reject the application(s) for IUCN membership from the Lahore Waste Management Company on the basis that whilst their intention and vision of the role that the organisation would play in conservation are clear, they do not have the track record in conservation that is required by the IUCN Statutes for admission as a Member of IUCN. Their legal status being also unclear, GCC recommends that they reapply in three years' time, according to Article 11 of the Statutes, by clarifying their legal status and the membership category they wish to apply for and also providing that they have a substantial track record by then.

### **DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,

*On the recommendation of* the Governance and Constituency Committee,

Approves the admission of 20 organisations and/or institutions applying for IUCN membership in accordance with Regulation 18 (Annex ..),

Rejects the application for IUCN membership from Lahore Waste Management Company, Pakistan, on the basis that whilst their intention and vision of the role that the organisation would play in conservation are clear, they do not have the track record in conservation that is required by the IUCN Statutes for admission as a Member of IUCN. Their legal status being also unclear, they should reapply in three years' time, according to Article 11 of the Statutes, clarifying their legal status and the membership category they wish to apply for and also providing that they have a substantial track record by then.

#### **Item 4: Process for membership applications not meeting IUCN Statutory requirements**

Enrique Lahmann explained that from time to time the Secretariat receives applications that in the opinion of the Secretariat (based on the assessment), do not fulfil the criteria of becoming a Member of IUCN.

The question was raised as to whether the Secretariat has the authority to advise applicants that they do not meet some criteria? In the case that they do not have such authority, guidance was sought on whether the whole admission process be carried out, i.e. the applications are circulated to Members anyway.

The [Legal Adviser's opinion](#) is that Members have the right to consider each complete application.

#### **Discussion**

The Secretariat and GCC felt that a process for such cases should be established.

#### **Conclusion**

The GCC agreed unanimously to the following process:

The secretariat brings to the attention of the GCC any concerns they have regarding admissibility of applicants as members<sup>1</sup>;

The GCC gives an opinion on whether or not the applicant meets the criteria for membership and

The applications accompanied by the opinion of the GCC, referred to above, are submit to members for their consideration;

GCC makes their final decision and recommendation to Council or the Bureau, as the case might be.

#### **Item 5: Improved due diligence process for membership applications**

The Chair explained that the question of due diligence comes up frequently in relation to the different challenges GCC faces in considering membership applications.

There has to be a way of verifying the elements presented in an application.

To date, GCC has relied on opinions of the Regional offices and National and Regional Committees, where they exist. This is good, because in principle they know the organisations applying for membership and can provide a clear understanding. But where questions cannot be easily answered, there is no process to help the GCC to carry out their mandate to verify what they are being told.

The question is, how to do so?

#### **Discussion**

On the question of how to carry out due diligence, it was proposed that additional questions are added to the existing membership application form. For example, the questions that Dr. Cooney raised in her presentation regarding sustainable use.

This would allow for more detailed due diligence check-ups to be made.

On the issue of letters of endorsement, GCC discussed whether certain questions should be answered in the letters, which currently are often generic. Further consideration would be given to this.

Following the comment from Lider Sucre that it is incumbent on Regional Councillors to help with due diligence, it was suggested that a specific request be sent out to Councillors when applications are received so that they can verify and provide further input to the applications, without causing unnecessary delay to the process.

The assessment form should be amended accordingly to confirm that all these additional checks have been made.

#### **Conclusion**

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<sup>1</sup> The Secretariat reserves the right to decline during the review process any application that doesn't meet Regulations 4-6 (3 years of existence, not-for-profit status, independent board, etc.).



It was agreed that Secretariat will draft a series of additional questions for the membership application form and send those to GCC for approval. It will also revise the assessment form and circulate it to GCC for approval soon. In addition, some questions could be drafted and used as guidelines for endorsement letters

For each new application, the Secretariat will send it to the relevant Regional Councillors, National Committees and Regional or National office and ask for their advice on the application. This feedback will not be shared with Members, it will be only be used for GCC/Council to make its decision on the admission.

Ali Kaka was excused from the rest of the call and gave his proxy to Jenny Gruenberger.

#### **Item 6: Council Handbook**

Tamar Pataridze presented the recommendations of the working group established by the GCC in February 2017 regarding three performance tools which were part of the 2003 version of the Council Handbook on which the Secretary to Council had sought Council's advice before the revised Handbook can be finalized for Council's approval:

1. Performance Commitment for IUCN Councillors;
2. IUCN Councillor Activity Report;
3. Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting.

The working group recommended maintaining these performance tools with the modifications and recommendations presented in the summary minutes of the working group meeting of 17 March 2017. Luc De Wever presented in more detail the modifications made by the working group to the "Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting".

Discussion:

- Regarding the "IUCN Councillor Activity Report", the GCC requested Tamar Pataridze to consult with the Vice-Presidents and the Chair of GCC in view of preparing a recommendation to the Bureau (71<sup>st</sup> meeting) on the question whether to place the responsibility for ensuring compliance with the GCC or with the Vice-Presidents.
- Regarding the "Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting", it was clarified that the Secretary to Council administers the questionnaire while the Vice-Presidents "prepare and submit to Council a written synthesis of Councillors' self-assessments" as provided in Regulation 48(c) (iii).

Conclusion: The GCC accepted the recommendations of its working group and recommends the three performance tools, as presented by the GCC working group, to the Bureau (71<sup>st</sup> meeting) for inclusion in the Council Handbook with the understanding that the GCC evaluates the effectiveness of the "IUCN Councillor Activity Report" after one year.

#### **DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,

*On the recommendation of the Governance and Constituency Committee,*

Decides to include the following three performance tools in the Council Handbook:

1. Performance Commitment for IUCN Councillors (Annex ..), with the request that all Council members sign a copy during the 93<sup>rd</sup> Council meeting (November 2017);
2. IUCN Councillor Activity Report (Annex ..), with the recommendation that during each Council meeting, the IUCN President, at his discretion, provide an opportunity for short discussion of relevant points which Council members may wish to raise based on Councillors' activity reports and which are not yet covered by other items on the agenda of the Council meeting;
3. Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting (Annex ..), with the recommendation that a reflection on the functioning of the Council on the basis of the written synthesis of the results of the "Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting", with recommendations prepared by the Vice-

Presidents, become a standing item on the agenda of [the Council] [the GCC] on an [annual] [biannual] basis.

### **Item 7: Report back on Resolution 003 – Presentation by Jenny Gruenberger, Vice-Chair**

The Vice Chair explained that a Pre-working group had been formed. Members are:

Hilde Eggermont, Jan Olov Westerberg, Norbert Baerlocher, Shaikha al Dhaheri, Tamar Pataridze, Mangal Man Shakya, Jesca Osuna, Jennifer Mohamed-Katerere

The group has agreed on the following:

1. The preparation of a short document as a tool for reflection and guidance of work. This document, prepared by Hilde, and reviewed by the Chair and Vice Chair, and the Vice President assigned to the GCC, is near completion and ready for further development by the pre-working group and the Secretariat.
2. Reflection of WCC-2016-Res 003
3. Update other documents in August-September
4. By the end of December 2017, there will be the first draft TORs for the working group and other Councillors could then be invited to be a part of the Working Group.

#### Discussion

The Chair thanked Jenny and Hilde for the work in their foundational steps.

Luc De Wever informed the GCC that ICLEI and the Spanish National Committee for IUCN had shown interest in the process, possibly also in membership of the working group. The Secretariat had responded with reference to the process as outlined in the February 2017 Council documents (incl. the GCC report). The Chair of GCC advised that also the process agreed by the pre-working group can be shared with interested Members in response to questions in order to show that progress is being made. Copies of working documents should not be shared at this stage.

Questions were raised as to what documents and information could be shared or not. There is an internal document showing the reflection that has taken place regarding the development of the working group but there is reflection needed on the possible next steps and who to include.

#### Conclusion

The document, referred to in 1, above, will be sent to the secretariat and other members for further development.

Draft TORs for the Working Group will be developed.

### **Any other business**

Fleurange Gilmour explained that it is usual practice to inform Council on Member name changes so that we have a record in the minutes. A decision on that issue, amongst two others that were already made today (APRN and 21 new applicants), was requested from GCC in her e-mail dated 13 July and therefore it would be opportune to include the decision on the four names change at this point.

#### Discussion

The Chair asked for clarification on ResourceAfrica (United Kingdom) since there is already a Member with that name (ResourceAfrica South Africa). Secretariat undertook to contact the UK organisation to find out if the two are linked and if they would be comfortable if IUCN referred to them as ResourceAfrica (United Kingdom).

Post-meeting, the Secretariat confirms that they have been in touch with them to confirm that ResourceAfrica (UK) is the sister organisation of ResourceAfrica South Africa. Both Resource Africa SA and Resource Africa

(UK) are independently registered in South Africa and UK with the appropriate authorities and are different organisations. It was confirmed that “United Kingdom” can be added after the name of the organisation to be able to clearly distinguish these two Members.

GCC unanimously decided to recommend to the Bureau to take note of the change of names (with ResourceAfrica UK) to come once the outstanding details has been confirmed.

GCC recommendation to Bureau. Change of name

The Governance and Constituency Committee,

*Having considered* by email correspondence between 13 and 23 July 2017 and discussed during its conference call on 24 July, the notification from four current IUCN Members about the change of name of their organisation/institution,

Recommends to the Bureau of the IUCN Council to take note of the change of organisation/institution name of four current IUCN Members, as listed below:

Member ID	Country	Previous name	New name
NG/25354	United Kingdom	Zeitz Foundation	Resource Africa United Kingdom
NG/1024	Australia	Centre for International and Environmental Law	Centre for Environmental Law
NG/25263	Republic of Korea	Jeju Special Self-Governing Province Agenda 21	Jeju provincial Council for Sustainability Development
NG/25671	The Netherlands	Panthera Leo Leo	Leo Foundation

#### **DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,  
*On the recommendation of the Governance and Constituency Committee,*  
takes note of the change of organisation/institution name of four current IUCN Members, as listed in Annex ..

The meeting closed at 16h00 CET.

**Membership applications  
to be considered by the Bureau of IUCN Council in August 2017**

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
<b>Meso and South America</b>	1	Fundación Natura Bolivia ( <i>Bolivia Nature Foundation</i> )	FNB	Bolivia	<a href="http://www.naturabolivia.org/es/inicio/">http://www.naturabolivia.org/es/inicio/</a>	NG	NG/25223 Naturaleza, Tierra y Vida, Bolivia ( <i>NATIVA Nature, earth and life</i> ) NG/25539 Fundación para la Conservación del Bosque Chiquitano, Bolivia ( <i>Chiquitano Forest Conservation Foundation</i> )	<a href="https://portals.iucn.org/union/sites/union/files/doc/25701_fnb.pdf">https://portals.iucn.org/union/sites/union/files/doc/25701_fnb.pdf</a>
	2	Instituto de Manejo e Certificação Florestal e Agrícola ( <i>Institute for Forest and Agricultural Management and Certification</i> )	IMAFLOA	Brazil	<a href="http://www.imafloa.org">http://www.imafloa.org</a>	NG	NG/1266 Victoria Amazonica Foundation, Brazil NG/1327 Institute for Ecological Research, Brazil	<a href="https://portals.iucn.org/union/sites/union/files/doc/25685_imaflora.pdf">https://portals.iucn.org/union/sites/union/files/doc/25685_imaflora.pdf</a>
	3	Instituto Sociedade, População e Natureza ( <i>Institute for Society, Population and Nature</i> )	ISPN	Brazil	<a href="http://www.ispn.org.br">http://www.ispn.org.br</a>	NG	NG/25459 WCS Associação Conservação da Vida Silvestre, Brazil ( <i>Wildlife Conservation Society</i> ) NG/24971 Ecoa - Ecologia e Ação, Brazil ( <i>Ecoa - Ecology and Action</i> )	<a href="https://portals.iucn.org/union/sites/union/files/doc/25685_ispn.pdf">https://portals.iucn.org/union/sites/union/files/doc/25685_ispn.pdf</a>
	4	Cooperativa AMBIO SC de RL ( <i>AMBIO Cooperative</i> )	AMBIO	Mexico	<a href="http://www.ambio.org.mx">http://www.ambio.org.mx</a>	NG	NG/25550 Pronatura, A.C., Mexico NG/25032 Reforestamos México A.C., Mexico	<a href="https://portals.iucn.org/union/sites/union/files/doc/25685_ambio.pdf">https://portals.iucn.org/union/sites/union/files/doc/25685_ambio.pdf</a>
	5	Fundación Biosfera del Anahuac A.C. ( <i>Anahuac Biosphere Foundation</i> )	FUNBA	Mexico	n/a	NG	NG/1182 Faunam A.C./PG7, Mexico NG/24976 Herpetario de la Facultad de Ciencias, Universidad Nacional Autónoma de México, Mexico ( <i>Herpetarium of the Faculty of Science, Autonomous University of Mexico</i> )	<a href="https://portals.iucn.org/union/sites/union/files/doc/25695_funba.pdf">https://portals.iucn.org/union/sites/union/files/doc/25695_funba.pdf</a>
<b>North America and the Caribbean</b>	6	Advocates for the Environment, Inc.	AEnv	United States of America	<a href="http://www.aenv.org">http://www.aenv.org</a>	NG	IN/197 Sierra Club, United States of America NG/642 InterEnvironment Institute, United States of America	<a href="https://portals.iucn.org/union/sites/union/files/doc/25689_aenv.pdf">https://portals.iucn.org/union/sites/union/files/doc/25689_aenv.pdf</a>
	7	Red Panda Network	RPN	United States of America	<a href="http://www.redpandanetwork.org">http://www.redpandanetwork.org</a>	IN	NG/24730 Bird Conservation Nepal NG/25218 Himalayan Nature, Nepal	<a href="https://portals.iucn.org/union/sites/union/files/doc/25690_rpn.pdf">https://portals.iucn.org/union/sites/union/files/doc/25690_rpn.pdf</a>
<b>South and East Asia</b>	8	Jiban Bikash Karjocrom	JBK	Bangladesh	<a href="http://www.jibanbikashbd.org">http://www.jibanbikashbd.org</a>	NG	NG/22337 Center for Natural Resource Studies, Bangladesh NG/24835 Shushilan, Bangladesh	<a href="https://portals.iucn.org/union/sites/union/files/doc/25682_jbk.pdf">https://portals.iucn.org/union/sites/union/files/doc/25682_jbk.pdf</a>
	9	Shenzhen Spring Environmental Protection Volunteer Association	SENGO	China	<a href="http://www.szhb.org">http://www.szhb.org</a>	NG	NG/25487 China Mangrove Conservation Network (legal name: Putian Green Sprout Coastal Wetlands Research Center), China NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China	<a href="https://portals.iucn.org/union/sites/union/files/doc/25710_seng.pdf">https://portals.iucn.org/union/sites/union/files/doc/25710_seng.pdf</a>
	10	ASHMITA Nepal	Pride	Nepal	<a href="http://www.ashmitanp.org">http://www.ashmitanp.org</a>	NG	NG/24730 Bird Conservation Nepal NG/1059 National Trust for Nature Conservation, Nepal	<a href="https://portals.iucn.org/union/sites/union/files/doc/25692_ashmita.pdf">https://portals.iucn.org/union/sites/union/files/doc/25692_ashmita.pdf</a>
	11	Sanrachayan Bikash Faoondeson ( <i>Conservation Development Foundation</i> )	CODEFUND	Nepal	<a href="http://www.codefund.org">http://www.codefund.org</a>	NG	NG/25163 Wildlife Conservation Nepal NG/991 Nepal Forum of Environmental Journalists, Nepal	<a href="https://portals.iucn.org/union/sites/union/files/doc/25699_codefund.pdf">https://portals.iucn.org/union/sites/union/files/doc/25699_codefund.pdf</a>
	12	Centre of Live and Learn for Environment and Community	Live & Learn	Viet Nam	<a href="http://www.livelearn.org">http://www.livelearn.org</a>	NG	NG/1442 Institute of Ecological Economy, Viet Nam NG/1616 Central Institute for Natural Resources and Environment Studies, Viet Nam	<a href="https://portals.iucn.org/union/sites/union/files/doc/25697_ll.pdf">https://portals.iucn.org/union/sites/union/files/doc/25697_ll.pdf</a>

**Membership applications  
to be considered by the Bureau of IUCN Council in August 2017**

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	13	Horizon for a Green Environment	HORIZON	Jordan	<a href="http://www.horizondge.org">http://www.horizondge.org</a>	NG	NG/25604 Future Pioneers, Jordan NG/25537 Sustainable Development of Agricultural Resources, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25684_hge.pdf">https://portals.iucn.org/union/sites/union/files/doc/25684_hge.pdf</a>
	14	Al - Haswa Feminist Environmental Society	HFES	Yemen	n/a	NG	ST/661 Ministry of Environment, Jordan NG/22579 The Royal Marine Conservation Society, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25694_alhaswa.pdf">https://portals.iucn.org/union/sites/union/files/doc/25694_alhaswa.pdf</a>
	15	Environment Friends Association	EFA	Yemen	n/a	NG	ST/661 Ministry of Environment, Jordan NG/454 Royal Society for the Conservation of Nature, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25702_efa.pdf">https://portals.iucn.org/union/sites/union/files/doc/25702_efa.pdf</a>
	16	Ras Imran society for sea turtles conservation	RISST	Yemen	<a href="https://www.facebook.com/RasImranSociety">https://www.facebook.com/RasImranSociety</a>	NG	ST/661 Ministry of Environment, Jordan NG/454 Royal Society for the Conservation of Nature, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25703_risstc.pdf">https://portals.iucn.org/union/sites/union/files/doc/25703_risstc.pdf</a>
	17	Yemen Society for the Sustainability of Natural Resources	YSSNR	Yemen	n/a	NG	ST/661 Ministry of Environment, Jordan NG/22579 The Royal Marine Conservation Society, Jordan	<a href="https://portals.iucn.org/union/sites/union/files/doc/25706_yssnr.pdf">https://portals.iucn.org/union/sites/union/files/doc/25706_yssnr.pdf</a>
Oceania	18	Tasmanian Land Conservancy Inc.	TLC	Australia	<a href="http://www.tasland.org.au">http://www.tasland.org.au</a>	NG	ST/450 Australian Government Department of the Environment, Australia NG/24912 Earthwatch Institute (Australia), Australia	<a href="https://portals.iucn.org/union/sites/union/files/doc/25698_tlc.pdf">https://portals.iucn.org/union/sites/union/files/doc/25698_tlc.pdf</a>
	19	The Department of National Parks, Sport and Racing	NPSR	Australia	<a href="http://www.npsr.qld.gov.au">http://www.npsr.qld.gov.au</a>	GA	<i>not required</i>	<a href="https://portals.iucn.org/union/sites/union/files/doc/25700_npsr.pdf">https://portals.iucn.org/union/sites/union/files/doc/25700_npsr.pdf</a>
West Europe	20	Stichting Floristisch Onderzoek Nederland (Dutch Botanical Research Foundation)	FLORON	The Netherlands	<a href="http://www.floron.nl">http://www.floron.nl</a>	NG	NG/25368 SOVON Vogelonderzoek Nederland, The Netherlands (Sovon Dutch Centre for Field Ornithology) National Committee of IUCN Members, The Netherlands	<a href="https://portals.iucn.org/union/sites/union/files/doc/25704_floron.pdf">https://portals.iucn.org/union/sites/union/files/doc/25704_floron.pdf</a>

**Membership application deferred by 92nd Council**

Meso and South America	21	Asociación para la Protección de los Recursos Naturales Renovables (Association for the Protection of Renewable Natural Resources)		Guatemala	<a href="http://www.gremialforestal.com">http://www.gremialforestal.com</a>	NG	1) NG/25460 Asociación de Reservas Naturales Privadas de Guatemala, Guatemala (Association of Private Nature Reserves of Guatemala) 2) NG/1090 Fundación Defensores de la Naturaleza, Guatemala (Defenders of Nature Foundation)	<a href="https://portals.iucn.org/union/sites/union/files/doc/25677_apmr.pdf">https://portals.iucn.org/union/sites/union/files/doc/25677_apmr.pdf</a>
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IN International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)  
NG National Non Governmental Organizations

GA Government agencies

## Performance Commitment for IUCN Councillors

(To be read by each candidate accepting a nomination to become a member of the IUCN Council. All elected and appointed Councillors are invited to sign this commitment at the time of their nomination or appointment.)

### Background

The IUCN Council is taking steps to improve the effectiveness and efficiency of its governance system. Effective members of Council are a critical part of the IUCN governance system. One of the steps being taken to ensure an effective Council is to strengthen the nomination process for Councillors to ensure that criteria and expectations of what it means to be an IUCN Councillor are clear when nominations are accepted, and that Councillors make a commitment to fulfil these criteria.

The following Commitment sets out a minimum level for your participation and input to the work of the IUCN Council. Your commitment as a member of the IUCN Council is to be seen in the broader context of the overall role of the IUCN Council as set out in Articles 37–65 of the IUCN Statutes.

### Performance Commitment

As a duly elected member of the IUCN Council, I agree to do my best to fulfil my duties as an individual Council member. These are to:

1. **Participate fully in the work of the Council**, by
  - a) taking part in official Council meetings as notified by the Secretariat at least one month in advance. This may include physical attendance or video- and tele-conferencing;
  - b) providing meaningful responses to official Council communications requesting comments and inputs to such Council matters as minutes, committee proposals and decisions on any matters on the Council agenda; and
  - c) participating in subcommittees and Task Forces of the Council, whether as assigned by the President or on a voluntary basis.

If, for any reason, I am not able to attend duly notified Council meetings for a prolonged period of time (three consecutive Council meetings) or to participate by some other means (telephone, email) to the satisfaction of the Bureau of Council, I agree to step down from my position as Council member and to allow the Council to replace me, as provided under the Statutes (Article 64).

2. **Serve on the Council of IUCN on a voluntary basis**, receiving no financial payment for my work as a Council member, other than reasonable reimbursement of expenses incurred in carrying out my Council duties, as set out in the Statutes (Article 63).
3. **Abide by accepted codes of conduct** and duties, specifically the Code of Conduct for IUCN Councillors which forms an integral part of this Agreement.
4. **Comply with all applicable laws and regulations of IUCN** relating to Council members.

5. **Respect the confidentiality of all information** declared by the Council to be confidential and received by me in any medium, including verbal, electronic or written.
6. **Remain accountable to the constituency of IUCN** – the membership.
7. **Acknowledge that**, if I am not able to fulfil these obligations as a Council member to the satisfaction of the Council, **Council has the right to suspend and expel me** subject to Article 64 and Article 65 of the Statutes, and to find a suitable replacement for me on the Council of IUCN.

Signature of IUCN Council member

Date



Revised and approved by the GCC on 24 July 2017

## IUCN Councillor Activity Report

The IUCN Council is taking steps to improve the effectiveness and efficiency of its governance system. One of the measures being taken is to encourage all Councillors to report to Council on activities as an IUCN Councillor – at global level, regional level and national level (if applicable).

The following Councillor Activity Report outline provides a basic template for you to use in summarizing your activities as an IUCN Councillor in the period since the last Council meeting.

Please complete the Activity Report at the end of each period between Council meetings, and post it in the Council section of the Union Portal (restricted to Council members only), or submit it by email to the Secretary of Council who will upload it in the Council Portal, before the beginning of the Council meeting. Please keep the total length of your report to maximum two pages.

To minimize the financial implications, the reports will not be translated. Council members are encouraged to submit their reports in English or, if possible, together with an English courtesy translation.

Name of Councillor:

Reporting period:

### 1. Global level activities

Examples of activities in this category include participation in ongoing Council Committees, Task Forces, work related to global IUCN Council agenda items such as inputs to International Conventions as part of IUCN delegations (e.g. CITES, CBD). Please list the dates of this work, and briefly describe the nature/extent of your involvement and the significance of this work for IUCN.

### 2. Regional level activities

Examples of activities in this category include specific regional activities carried out in your capacity as IUCN Councillor, such as participation in Regional Conservation Fora, work of the Regional Committees, Regional Fora for policy discussion and debate. Please list the dates of this work, and briefly describe the nature/extent of your involvement and the significance of this work for IUCN.

### 3. National level activities

Examples of activities in this category include participation in the work of National Committees of IUCN, and other national-level IUCN related activities. Please list the dates of this work, and briefly describe the nature/extent of your involvement and the significance of this work for IUCN.

### 4. Other activities

List any other activities that you have carried out in your capacity as IUCN Councillor that you feel are of significance to IUCN.

Revised and approved by the GCC 24 July 2017

## Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting

### 1. Introduction

Effective members of Council are a critical part of the IUCN governance system. As a member of Council, you are encouraged to reflect on your performance as an individual member of Council, and on the overall functioning of Council as a whole.

The following questionnaire is a tool enabling Council members to evaluate the effectiveness of Council during its most recent meeting and to assess their own performance as members of the Council during that meeting and in the period since the previous Council meeting.

Please complete the following questionnaire either electronically or on a hard copy, if possible within 7 days of receipt of the questionnaire. Please return any hard copies to Luc De Wever, Sr. Governance Manager, Secretary to Council.

Your feedback will remain anonymous. A compilation of the results will be shared with the President and Vice-Presidents who will transmit to Council a synthesis of the Council members' feedback together with details of any follow-up actions they have taken or that they recommend to the Council.

Rating options range from 5 (very satisfied / strongly agree) to 1 (very dissatisfied / strongly disagree).

**Please check your category of Councillor:**

Regional Councillor

Commission Chair

Other

### 2. Performance of Council at this Meeting

***Please indicate how much you agree with each of the following statements by checking the appropriate box. Add any comments in the last column.***

Council effectively fulfilled its role to set strategic direction for IUCN	5 4 3 2 1	
Council effectively fulfilled its role to oversee the performance of IUCN	5 4 3 2 1	
Council effectively fulfilled its fiduciary responsibilities	5 4 3 2 1	

Council functioned as a cohesive body, with members actively participating and treating each other with respect	5 4 3 2 1	
Council members were well prepared	5 4 3 2 1	
I am satisfied with the quality of decisions made by Council at this meeting	5 4 3 2 1	
Effective use is made of the Bureau in order to optimize the time available in Council for issues of strategic importance	5 4 3 2 1	

**Do you have suggestions on how the overall effectiveness of Council can be improved?**

**Do you have suggestions on how to improve your own effectiveness as a Council member during Council meetings?**

### 3. Leadership and Management of Council at this Council Meeting

***Please indicate how much you agree with each of the following statements by checking the appropriate box. Add any comments in the last column.***

The Council plenary agenda was sufficiently focused on strategic issues	5 4 3 2 1	
My time was well used in Council plenary sessions	5 4 3 2 1	
I was well briefed by the background materials provided by the Secretariat for this Council meeting	5 4 3 2 1	

The specific guidance required from Council on each agenda item was clear to me	5 4 3 2 1	
The time provided on the agenda for the business of Council was appropriately allocated	5 4 3 2 1	
The Chair managed the Council agenda in a timely manner	5 4 3 2 1	
The Chair encouraged all Councillors to participate in Council	5 4 3 2 1	
The Chair facilitated sound decision making by Council	5 4 3 2 1	
The Chair resolved conflicts when appropriate	5 4 3 2 1	
The Secretariat made an effective contribution to the (content of the) Council meeting	5 4 3 2 1	
The Secretariat provided adequate logistical and organizational support for this Council meeting	5 4 3 2 1	

**Do you have suggestions on how to improve the leadership and management of Council?**

**Do you have suggestions on how to improve the logistical and organizational support for Council meetings (incl. travel and hotel arrangements)?**

**How might your skills be better utilized during the Council meeting?**

--

**4. Performance of the standing committees of the IUCN Council**

**Please check the committee of which you are a member:**

- Governance and Constituency Committee
- Finance and Audit Committee
- Programme and Policy Committee

***Please indicate the extent to which you agree with the following statements about the Committee of which you are a member. Add any comments in the last column.***

The Committee was well led / chaired	<table border="1" style="margin: auto;"> <tr> <td style="width: 20px; height: 20px;">5</td> <td style="width: 20px; height: 20px;">4</td> <td style="width: 20px; height: 20px;">3</td> <td style="width: 20px; height: 20px;">2</td> <td style="width: 20px; height: 20px;">1</td> </tr> </table>	5	4	3	2	1	
5	4	3	2	1			
The Committee was well supported by the Secretariat	<table border="1" style="margin: auto;"> <tr> <td style="width: 20px; height: 20px;">5</td> <td style="width: 20px; height: 20px;">4</td> <td style="width: 20px; height: 20px;">3</td> <td style="width: 20px; height: 20px;">2</td> <td style="width: 20px; height: 20px;">1</td> </tr> </table>	5	4	3	2	1	
5	4	3	2	1			
The Committee focused on important strategic issues facing the Union and its results will make a significant contribution to the advancement of IUCN's Mission	<table border="1" style="margin: auto;"> <tr> <td style="width: 20px; height: 20px;">5</td> <td style="width: 20px; height: 20px;">4</td> <td style="width: 20px; height: 20px;">3</td> <td style="width: 20px; height: 20px;">2</td> <td style="width: 20px; height: 20px;">1</td> </tr> </table>	5	4	3	2	1	
5	4	3	2	1			
The committee is effectively assisting the decision process in Council	<table border="1" style="margin: auto;"> <tr> <td style="width: 20px; height: 20px;">5</td> <td style="width: 20px; height: 20px;">4</td> <td style="width: 20px; height: 20px;">3</td> <td style="width: 20px; height: 20px;">2</td> <td style="width: 20px; height: 20px;">1</td> </tr> </table>	5	4	3	2	1	
5	4	3	2	1			
Serving on this Committee was a valuable use of my time	<table border="1" style="margin: auto;"> <tr> <td style="width: 20px; height: 20px;">5</td> <td style="width: 20px; height: 20px;">4</td> <td style="width: 20px; height: 20px;">3</td> <td style="width: 20px; height: 20px;">2</td> <td style="width: 20px; height: 20px;">1</td> </tr> </table>	5	4	3	2	1	
5	4	3	2	1			

**What could be done to improve the effectiveness of your committee, incl. to better utilize your own skills?**

--

**Do you have suggestions on how to improve your own effectiveness as a member of a Council committee?**

## 5. Task Forces and Working Groups

**Please check the Task Force / Working Groups that you served on since the last Council meeting:**

*[As of 29 March 2017, no Working Group or Task Force has been formally established]*

**Please indicate the extent to which you agree with the following statements about the Task Force/Working Group you served on during the period since the last Council meeting. Add any comments in the last column.**

The Task Force/Working Group focused on important strategic issues facing the Union and its results will make a significant contribution to the advancement of IUCN's Mission	<table border="1"><tr><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr></table>	5	4	3	2	1	
5	4	3	2	1			
The Task Force/Working Group was well led / chaired	<table border="1"><tr><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr></table>	5	4	3	2	1	
5	4	3	2	1			
The Task Force/Working Group received adequate support from the Secretariat	<table border="1"><tr><td>5</td><td>4</td><td>3</td><td>2</td><td>1</td></tr></table>	5	4	3	2	1	
5	4	3	2	1			

**If the Task Force / Working Group on which you served is to continue its work in the period until the next Council meeting, what could be done to improve its effectiveness, incl. to better utilize your own skills?**

**Do you have suggestions on how to improve your own effectiveness as a member of a task force / working group?**

## 6. My role as a member of the IUCN Council between Council meetings

**Please indicate how much you agree with the following statement by checking the appropriate box. Add any comments in the last column.**

The role that I should play as a Council member <b>between Council meetings</b> is clear to me	<table border="1"><tr><td data-bbox="694 309 742 376">5</td><td data-bbox="742 309 790 376">4</td><td data-bbox="790 309 837 376">3</td><td data-bbox="837 309 885 376">2</td><td data-bbox="885 309 933 376">1</td></tr></table>	5	4	3	2	1	
5	4	3	2	1			

**How might your skills be better utilized between Council meetings?**

--

**7. Additional comments**

**What suggestions do you have to improve this evaluation and self-assessment process?**

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**Anything else you wish to suggest with regard to Council's effectiveness and your own performance as a Council member that has not yet been covered by this questionnaire?**

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***Thank you for your feedback!***



**93<sup>rd</sup> Meeting of the IUCN Council**  
Gland, 19-21 November 2017

**Preliminary Draft Agenda – for review by the Bureau of the IUCN Council  
on 30 August 2017**

<b>Preliminary meetings</b>	
(all meetings will be held at the Secretariat HQ – dates to be confirmed)	
½ day (tbc)	<b>Bureau of the IUCN Council</b> <i>(to be confirmed)</i>
2 hrs	<b>Chairs of the IUCN Commissions</b> <i>(to be confirmed)</i>
½ day	Meeting of the <b>Commission Chairs with the President and Director General</b> in the context of the annual performance review of the Chairs
½ day	<b>Private Sector Task Force</b> <i>(requested by the TF Chair)</i>
½ day	<b>Urban Task Force</b> <i>(requested by the TF Chair)</i>

**Sunday, 19 November 2017**

Time	Agenda Item/Content <sup>1</sup>	Documents <sup>2</sup>
8:30-12:30 and 14:00-18:00	<p><b>Meetings of the standing committees of the IUCN Council</b></p> <p><i>Note: The agendas of the committees constitute an integral part of the Council agenda</i></p>	
	<p><b>Programme and Policy Committee (PPC)</b></p> <ol style="list-style-type: none"> <li>1. <b>IUCN Annual Report 2016</b> <i>(Implementation of the IUCN Programme by the Secretariat and the Commissions)</i></li> <li>2. <b>Draft 2018 IUCN Work Plan</b> incl. progress report 2017</li> <li>3. <b>Commission Plans 2017-20 and Commission Annual Work Plans 2017 and 2018</b> incl. progress report 2017</li> <li>4. <b>Annual update on evaluations</b></li> <li>5. <b>Specific Programme and Policy issues</b> <ol style="list-style-type: none"> <li>5.1 Implementation of Resolution <a href="#">WCC-2016-Res-001</a> - <i>Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions: initial consideration of the process to retire obsolete IUCN Resolutions</i></li> <li>5.2 Consideration of a Green List Standard</li> <li>5.3 Update on developments regarding the Post-2020 Biodiversity Framework discussions (cf. <a href="#">WCC-2016-Res-096</a> - <i>Safeguarding space for nature and securing our future: developing a post-2020 strategy</i> and <a href="#">Decision CBD/COP/13/1</a>)</li> </ol> </li> <li>6. <b>Reports from Task Forces established by the PPC</b></li> </ol>	
	<p><b>Finance and Audit Committee (FAC)</b></p> <ol style="list-style-type: none"> <li>1. <b>Welcome and approval of the agenda</b></li> </ol>	

<sup>1</sup> Color code: **Strategic direction** **Oversight** **Fiduciary responsibilities and accountability**

<sup>2</sup> All Council documents will be listed in this column and accessible via a hyperlink as soon as they are available and posted in the [Union Portal](#)

	<ol style="list-style-type: none"> <li>2. Financial results to date and forecast 2017</li> <li>3. Resource mobilisation update</li> <li>4. Review of the Draft IUCN 2018 Budget for submission to Council for approval</li> <li>5. Report from the Head of Oversight</li> <li>6. Report from the Legal Adviser</li> <li>7. Investment update including portfolio performance and review of portfolio structure and constituents</li> <li>8. HR policy framework</li> <li>9. Update on information systems projects</li> <li>10. Any other business</li> </ol>	
	<p style="text-align: center;"><b>Governance and Constituency Committee (GCC)</b></p> <ol style="list-style-type: none"> <li>1. <u>Governance issues:</u> <ol style="list-style-type: none"> <li>1.1 Amendments to the Statutes, Rules and Regulations resulting from the Bureau's working group</li> <li>1.2 Update on the implementation of Resolution <a href="#">WCC-2016-Res-003</a> – Including regional governments in the structure of the Union</li> </ol> </li> <li>2. <u>Constituency issues:</u> <ol style="list-style-type: none"> <li>2.1 <b>Membership applications</b> <ol style="list-style-type: none"> <li>2.1.1 Consideration of membership applications, including deferred applications from the International Fund for Animal Welfare (IFAW), David Suzuki Foundation and Tajjijn, AITA Foundation</li> <li>2.1.2 Revised membership application/review and due diligence process</li> <li>2.1.3 Matters relating to International NGOs</li> </ol> </li> <li>2.2 <b>Members' name or category changes</b></li> <li>2.3 <b>Update on the Membership Strategy</b></li> <li>2.4 <b>Brainstorm on trends regarding Members being rescinded or withdrawing</b></li> <li>2.5 <b>Proposal to hold an electronic Members' vote to rescind Members' rights annually or biennially</b></li> <li>2.6 <b>National/Regional Committees</b> <ol style="list-style-type: none"> <li>2.6.1 Update on National/Regional Committees</li> <li>2.6.2 Revised bylaws from the South America Regional Committee and the Ecuador National Committee</li> </ol> </li> </ol> </li> <li>3. <u>World Conservation Congress</u> <ol style="list-style-type: none"> <li>3.1 Update on the implementation of the Guidelines for Sponsored Delegates at the 2016 Congress</li> <li>3.2 Revision of the motions process 2020</li> <li>3.3 Update on the selection process of the host country</li> </ol> </li> <li>4. <u>GCC work plan and any other business</u></li> </ol>	
<p>18:00-19:00</p>	<p><b>Joint drinks with the members of the World Wide Fund for Nature (WWF) International Board</b> <i>at the occasion of their meeting to be held at the IUCN headquarters in Gland on 19-20 November 2017</i></p>	

## Monday, 20 November 2017

(Location: Main Room)

08:30-08:45	<b>Agenda Item 1:</b> <b>The President's opening remarks and approval of the agenda</b>	
8:45-9:45	<b>Agenda Item 2:</b> <b>Report of the President and the Bureau</b> <i>(Issues brought to Council by the Bureau for decision will be listed under the relevant items of the present agenda)</i>	
09:45-10:45	<b>Agenda Item 3:</b> <b>Oral report of the Director General and presentation of the Draft 2018 Work Plan and Budget</b> <i>Presentation followed by Q&amp;A and discussion. The draft 2018 Work Plan and Budget will first be discussed in the PPC and FAC and then presented for approval by Council under Agenda Item 5 taking into account the Committees' recommendations.</i>	
10:45-11:00	<b>Break</b>	
11:00-12:30	<b>Agenda Item 4:</b> <b>Strategic discussion</b>  <b>4.1 Strategic risks facing the Union</b> <i>Based on the Council's strategic objectives and priorities 2017-20 and the Director General's presentation of the strategic risk matrix, the Council will discuss the strategic risks facing the Union including possible changes in the internal and external operating environment, the positioning of the Union and its long term viability.</i>  <b>4.2 Formal approval of Council's strategic objectives and priorities 2017-20 and next steps on the way to achieving them</b>	
12:30-14:00	<b>Lunch presentation:</b> Purpose, insights and concrete examples of the Programme reforms implemented as part of the Secretariat change process "Towards a relevant and stable IUCN Secretariat", by the Director General with cooperation of Secretariat staff from HQ and the regions participating remotely.	
14:00-16:00	<b>Agenda Item 4:</b> <b>Strategic discussion (continued)</b>  <b>4.3 Improving IUCN's Governance</b> <i>At the proposal of the Bureau, the Council will be invited to identify the areas for improvement of IUCN's Governance, including statutory changes, and consider a process and timeline for each of the reforms identified.</i>	
16:00-16:15	<b>Break</b>	
16:15-18:00	<b>Agenda Item 5:</b> <b>Approval of the 2018 Work Plan and Budget</b> <i>Taking into account the recommendations of the Council committees (PPC and FAC)</i>	
18:30-20:30	<b>Agenda Item 6:</b> <b>Council's working dinner with the Director General</b>	

## Tuesday, 21 November 2017

(Location: Main Room)

Time	Agenda Item	Document/Content
08:30	<p><b>Item 7:</b> <b>Reports of the standing committees of the Council</b></p> <p><i>The agendas of the committees constitute an integral part of the Council agenda (cf. pp. 1-2 above)</i></p> <p><i>The committees' <u>written reports</u> will be distributed during the morning of 20 November indicating which items will be presented for discussion and decision during the plenary meeting of the Council. All the other items will be approved together with the report without discussion except if a Council member requests, by 18:00 on 20 November, to open debate on a specific issue.</i></p>	
08:30-10:00	<b>7.1 Report of the Programme and Policy Committee (PPC)</b>	
10:00-11:30	<b>7.2 Report of the Finance and Audit Committee (FAC)</b>	
11:30-12:30	<b>7.3 Report of the Governance and Constituency Committee (GCC)</b>	
12:30-14:00	<b>Lunch</b>	
14:00-14:30	<b>7.3 Report of the Governance and Constituency Committee (GCC) (Continued)</b>	
14:30-15:30	<p><b>Agenda Item 8:</b> <b>Council Handbook</b></p> <p><i>Formal approval of the Council Handbook following Bureau approval of amendments to the Council Handbook and the Code of Conduct for IUCN Councillors recommended by Council's Ethics Committee (B/70/5) and subject to Bureau approval of the performance tools recommended by the GCC.</i></p> <p><i>At this occasion:</i></p> <ul style="list-style-type: none"> <li>• <i>Councillors may be invited to formally sign a copy of:</i> <ol style="list-style-type: none"> <li>a. <i>the <u>Code of Conduct for Council members</u> (Ethics Committee advice to Councillors EC/1/7, 23 May 2017), and</i></li> <li>b. <i>the <u>Performance Commitment for IUCN Councillors</u> (subject to Bureau approval of the Performance Commitment)</i></li> </ol> </li> <li>• <i>The President may provide an opportunity for short discussion of relevant points which Council members may wish to raise based on Councillors' activity reports and which are not yet covered by other items on the agenda of the Council meeting (subject to Bureau approval of GCC's recommendation)</i></li> </ul>	
15:30-15:45	<b>Break</b>	
15:45	<b>Item 9:</b> <b>Any other business</b>	
18:00	<b>Transfer to Geneva by coach:</b>	
19:00-21:00	<b>20<sup>th</sup> Annual Peace Pals International Art Exhibition and Awards Ceremony</b> (Location: Cité du Temps, Geneva)	

<p><a href="#"><u>Peace Pals International Art Exhibition and Awards</u></a> - 20<sup>th</sup> Anniversary Gala Awards Ceremony under the theme “Nature for All – Loving the Earth”, organized by Peace Pals, IUCN’s Commission on Education and Communication (CEC), DiversEarth and the Mission of Japan to the United Nations in Geneva. Following the Ceremony: reception with food and drinks.</p>
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**71<sup>st</sup> Meeting of the Bureau of the IUCN Council  
Gland (Switzerland), 29-30 August 2017**

*Agenda Item 7.2*

***Additional appointments of members of the Steering Committees of  
IUCN Commissions***

Origin: Chairs of the IUCN Commissions (CEC, CEESP and WCEL)

**REQUIRED ACTION**

The Bureau of the IUCN Council is invited to appoint additional members of the Steering Committees of the IUCN Commissions on the recommendation of the Chairs of the respective Commissions.

**DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,  
*on the recommendation of the Chairs of the IUCN Commission on Education and Communication (CEC) and of the IUCN Commission on Environmental, Economic and Social Policy (CEESP),*  
appoints the following individuals as members of the steering committees of the IUCN Commissions concerned, in addition to the appointments made by the Council at its 91<sup>st</sup> (decision C/91/3) and 92<sup>nd</sup> meetings (decision C/92/18):

1. CEC:
  - i. Ms Margaret Otieno (Regional Vice Chair for East and Southern Africa)
  - ii. Ms Dionora Viquez (Regional Vice Chair for Meso and South America)
  - iii. Ms Ana Valerie Mandri Rohen (Regional Vice Chair for Mexico, Central America and the Caribbean)
  - iv. Mr Peter Paul van Kempen (Regional Vice Chair for West Europe)
  
2. CEESP:
  - i. Ms Helen Suich (Australia, Chair - People in Nature - PiN);
  - ii. Ms Ashley Massey (US, Co-chair - Theme on Culture, Spirituality and Conservation);
  - iii. Ms Vatosoa Rakotondrazafy (Madagascar, Co-chair - Theme on Culture, Spirituality and Conservation);
  - iv. Ms Rosie Cooney (Australia, Chair - Sustainable Use and Livelihoods Specialist Group - SULi);
  - v. Mr Nigel Crawhall (South Africa, Chair - Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice - ReSpECC);
  - vi. Ms Elaine Hsiao, Chair (US and East Africa, Theme on Environment and Peace);
  - vii. Mr Galeo Saintz (South Africa, Chair - Theme on Environment and Peace);
  - viii. Mr Neil Dawson (UK, Chair - Theme on Human Wellbeing and Sustainable Livelihoods);
  - ix. Mr Francisco J. Rosado-May (Mexico, Chair - Theme on Human Wellbeing and Sustainable Livelihoods);
  - x. Mr Nick Conner (Australia, Chair - Specialist Group on Local Economies, Communities and Nature), and
  - xi. Ms Liza Zogib (Switzerland, Co-chair - Specialist Group on Religion, Spirituality,



Environmental Conservation and Climate Justice (ReSpECC).

*Note: for the appointments already made by Council on 10 September 2016 (all Commissions), see [Council decision C/91/3](#) and on 9 February 2017 (CEM, SSC, CEC and WCPA), see [Council decision C/92/18](#).*

## 1. Commission on Education and Communication (CEC)

### **Additional nominations for the Steering Committee of CEC submitted by Sean Southey, Chair of CEC**

*Note: The members of the CEC Steering Committee appointed by the Council at its 91<sup>st</sup> and 92<sup>nd</sup> meeting, with their biographies, can be viewed on the [website of CEC](#).*

#### **1. Margaret Otieno, Regional Vice Chair for East and Southern Africa**

Margaret is a passionate hands-on environmental education professional. After graduating from the University of Nairobi, Margaret began her career as a Development Officer with the Anglican Church of Kenya. Between 1995 and 2005 she worked in the positions of Environmental Education Officer and then Programmes Manager at Elsa Conservation Trust. From 2005 to 2007 she was employed as the Manager at African Fund for Endangered Wildlife (Giraffe Centre) before joining the Wildlife Clubs of Kenya from 2008 to date as the National Coordinator and CEO, Wildlife Clubs of Kenya – Nairobi. Margaret is a Board member of Youth for Conservation, Worldlife Kenya, African Fund for Endangered Wildlife and Elsa Conservation Trust. She has also served as the Deputy Chairman for the Kenya Steering Committee-IUCN.



A holder of a PhD in Climate Change and Education for Sustainable Development and an MSc in Environment and Development, Margaret is driven by the belief that sustained education from grassroots to leadership levels is the single most important element in improved environmental protection and conservation.

#### **2. Dionora Viquez, Regional Vice Chair for Meso and South America**



Dionora is from Panama and is the Director General of the Parque Natural Metropolitano. She has extensive knowledge and background working with an array of different topics related to sanitation and environment. She has the proven ability to conduct and coordinate multidisciplinary and interinstitutional teams; has extensive experience in the development of standards and regulations in the area of water, sanitation and ecotourism; and has participated in the creation of laboratories for the monitoring of water quality.

Further, Dionora has experience in the development and preparation of projects and plans in the environmental area. She has lead integrated groups for the development of water quality plans in Latin America and has coordinated the development of international workshops, inter-American and national congresses related to environment and health issues.

Training in environmental and health issues for urban and rural communities and professionals in the area. In addition, teaching in subjects related to the environmental and sanitary. Dionora has a undergraduate degree in Biology and a Master's degree in environmental engineering and higher education.

### **3. Ana Valerie Mandri Rohen, Regional Vice Chair for Mexico, Central America and the Caribbean**

Fondo de Conservación El Triunfo AC, Executive Director



Ana works as Executive Director of an IUCN member NGO – the El Triunfo Fund. She and her team are building a financial mechanism that aims to conserve a highly bio-diverse area with high levels of marginalization: El Triunfo Biosphere Reserve in Chiapas, Mexico.

Ana has built from scratch a strong organization that is investing in the zone over one million dollars each year. She is involved with more than one hundred local businesses and coordinates a financial committee of CEOs that help with strategic decision regarding conservation and financial use of resources. She is also involved with several national and international foundations, local, federal and international governments, as well as a high number of individuals and families. Today, El Triunfo Fund ([www.fondoeltriunfo.org](http://www.fondoeltriunfo.org)) is one of the most successful local funds in Mexico which has not only increased resources in the area but has incorporated integral programs that are changing lives of people living there. They are working to empower people, to improve their living standards, and to reduce their vulnerability while at the same time conserving their highly valuable environment.

### **4. Peter Paul van Kempen, Regional Vice Chair for West Europe**



Peter Paul van Kempen is an independent psychologist and co-founder of Frogleaps.org, an expertise platform on communication and human behavior change for conservation and sustainable development. Since 1991 he conducts research and develops strategies for governments and the corporate sector, using state of the art psychological know how. He delivers projects which connect with audiences by understanding them first, and which result in change by knowing the effective drivers of specific behaviours.

He is author of various publications about communication, education and behaviour change for sustainable development and is co-author of the IUCN CEPA toolkit. He researched periodically the social success factors of innovations in the sustainable energy market for the Dutch Ministry of Economic Affairs. He published about his research on influencing decision makers in commercial real estate in order to promote sustainable building practices. In 2016, Peter Paul developed a communication strategy



based on his research for UNDP aimed at combatting Alien Invasive Species in Sri Lanka. He delivered a strategy on online knowledge management for IUCN CEC in 2002 and published an overview of the trends in environmental education in Europe for the European Commission in 1999.

Before he launched his own consultancy in 1998, Peter Paul started his career in 1991 working for Motivaction, a leading Dutch research based consultancy, where he published yearly on trends in the field of environmental friendly product design and supply chain management. He also worked as senior consultant for SME, a NGO specialized in Environmental Communication and Education.

Peter Paul holds a master degree in psychology (1989) from Utrecht University and completed the Postgraduate Master Course Environmental Management and Policy (1991) from the University of Amsterdam, VU University, the University of Leiden and Wageningen University. In 2015 he received a certified Design of Behavior Change training from B.J. Fogg, innovation psychologist who is leading the Persuasive Technology Lab at Stanford University.

Peter Paul van Kempen is a Dutch citizen, married and based in Amsterdam. He is a member of IUCN CEC since 2002 and was a CEC Steering Committee member in 2015-2016.

## 2. Commission on Environmental, Economic and Social Policy (CEESP)

### **Additional nominations for the Steering Committee of CEESP submitted by Kristen Walker Painemilla , Chair of CEESP**

*Note: The complete membership of the Steering Committee of CEESP including the additional nominees presented hereafter can be found on the [website of CEESP](#). The biographies of the additional nominees hereafter are taken from CEESP's website.*

#### **1. Helen Suich, Chair - People in Nature (PiN)**

Ms Helen Suich (Australia) is a social scientist whose research has focused on issues of poverty alleviation and sustainable natural resource management for the last 15+ years. Her research examines the impacts on multidimensional poverty and vulnerability of rural development interventions, focusing on those dealing with natural resource management. Helen's other research interests are the incentive effects of development initiatives and the paths by which such incentives actually affect individuals' and communities' perceptions and decisions. She has extensive field experience across southern Africa and in Indonesia. She has most recently worked for the Australian National University and the University of Oxford, but has also worked for the Namibian government, non government organisations and as an independent consultant. She is currently a Research Fellow at the Crawford School of Public Policy, Australian National University.

#### **2. Ashley Massey, Co-chair - Theme on Culture, Spirituality and Conservation**

Ms Ashley Massey (US) is Chief Science Officer for Wynn Wynn Moving Pictures and Secretary of the Religion and Conservation Biology Working Group of the Society for Conservation Biology. Her current research focuses on sacred forests and the people who conserve them.

She has conducted field research in Malaysian Borneo, the Gambia and South Africa, and has applied GIS and remote sensing to assess large datasets from Ethiopia and Japan. Ashley previously served as Research Assistant for the Mapping the Sacred project at the University of Oxford and as a Peace Corps agroforestry and biodiversity conservation

volunteer in Guinea and the Gambia. She holds a DPhil from the University of Oxford in Geography and the Environment, an MSc in Biodiversity, Conservation and Management, and an AB from Dartmouth College in Environmental Studies.

### **3. Vatosoa Rakotondrazafy, Co-chair - Theme on Culture, Spirituality and Conservation**

Ms Vatosoa Rakotondrazafy (Madagascar) has a particular interest in ocean governance, indigenous communities and human rights defense. In 2014, she was awarded the United Nations-Nippon Foundation fellowship program with the UN-DOALOS (Division of Ocean Affairs and Law of the Sea) in New York. She did her research at the University of British Columbia - Vancouver that focused on strategies to be implemented to insure the sustainable management of the coastal and marines resources of Madagascar. From this research, she learned a lot about the importance of local management and how the involvement of the main actors affected increase the impact on the management.

Convinced that coastal communities are the future of the fisheries in Madagascar, she presented an implementation of a tool that will enable them to manage the country's resources, with the support of the government and the ONGs that work with them. She currently coordinates Madagascar's LMMAs (Locally Managed Marine Areas) Network called: MIHARI Network. This network enables LMMAs communities to exchange experiences, enhances capacity building in terms of management, represents their voices and evaluates the options to ensure their financial security. From 2012 to 2014, she worked with the Ministry of the environment and Forests in her country on a climate change project. She holds a Masters degree in Geography and took a course on ocean governance at the University of Dalhousine – Halifax.

### **4. Rosie Cooney, Chair - Sustainable Use and Livelihoods Specialist Group (SULi)**

Ms Rosie Cooney is the Chair of the CEESP/SSC Sustainable Use and Livelihoods Specialist Group (SULi) and a Visiting Fellow at the University of NSW (New South Wales – Australia). Rosie is trained as a zoologist and in law but works at the interface of biodiversity conservation, rural livelihoods, and environmental policy and regulation. She has over 15 years experience in international and national policy research, analysis and development within major international NGOs, as an independent consultant, and convening courses in several Australian universities. Her areas of expertise are governance and management of sustainable use of wild resources, hunting, wildlife trade, community-based responses to illegal wildlife trade, and environmental governance, with a strong focus on seeking approaches that both meet human needs and conserve biodiversity. Rosie was appointed as an inaugural member of the UN Secretary-General's Scientific Advisory Board and is a lead author on the Intergovernmental Panel on Biodiversity and Ecosystem Services regional assessment for the Asia-Pacific Region.

### **5. Nigel Crawhall, Chair - Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice (ReSpECC)**

Mr Nigel Crawhall is a sociolinguist by training, based in Cape Town, South Africa. He is currently the Director of Secretariat for the Indigenous Peoples of Africa Coordinating Committee. In his voluntary capacity he is on the Executive Committee of the International Network of Engaged Buddhists, and has an advisory role with both the Inter-religious Climate and Ecology Network (ICE) and the We Have Faith – Act Now for Climate Justice (WHF) network in Africa.

Nigel served for six years as co-Chair of the IUCN Theme on Indigenous Peoples and Local Communities, Equity and Protected Areas (TILCEPA). From 2015, he has been the Chair of the Specialist group on Religion, Spirituality, Environmental Conservation and Climate Justice (ReSpECC). In 2014, he jointly managed the Cross-cutting theme on the New Social

Compact for effective and just Conservation (NSC) at the World Parks Congress. In 2016, he co-managed the Spirituality and Conservation Journey of the World Conservation Congress.

His work in IUCN has dealt with protected areas, the World Heritage Convention, the relationship between nature and culture, human rights and conservation, and the role of religious and spiritual communities in climate change and the environment. He has a particular interest in drylands systems, climate adaptation and the application of traditional knowledge systems in environmental and climate challenges.

He holds a PhD from the University of Cape Town in historical sociolinguistics and an MPhil from the University of Zimbabwe. He teaches yoga and meditation in his spare time and enjoys exploring the Cape Floristic Kingdom. Twitter: @crawhall

## **6. Elaine Hsiao, Chair - Theme on Environment and Peace**

Ms Elaine Hsiao (USA & East Africa) is an interdisciplinary legal scholar, specializing in transboundary conservation areas, conflict, and environmental peace building. Her research integrates critical legal geography and political ecology with security, peace and conflict studies in the context of conservation. She has helped provide legal frameworks for transboundary parks for peace, developed a service-learning expedition in Parque Internacional La Amistad, co-directed/produced a documentary film for "Transcending Boundaries," consulted on cross-border protected areas publications and projects, and passed resolutions on the environment, peace and conflict at IUCN and WILD Congresses. She has represented a Small Island Developing State at the UN in climate change issues, received a Fulbright to Uganda (2010-2011) and currently, is a PhD Candidate at the University of British Columbia's (UBC) Institute for Resources, Environment and Sustainability (IRES). Elaine holds a JD and LLM in International and Environmental Law from Pace Law School, where she remains a Fellow, Specializing in Protected Areas at the Pace Center for Environmental Legal Studies.

## **7. Galeo Saintz, Chair - Theme on Environment and Peace**

Mr Galeo Saintz (South Africa) is an independent conservation, trails and nature-peace advisor. He is founder/co-founder of multiple conservation and trails related initiatives in his home country of South Africa, and Founding Chair of the World Trails Network based in Switzerland, and human-wildlife conflict initiative, the Wild Peace Alliance. He has orchestrated numerous conservation related expeditions to raise awareness for human-wildlife conflict issues relating to rhino and wolves amongst others. His experience in media includes co-producing the documentary film "Wolf OR-7 Expedition" and overseeing communication channels for multiple NGOs he has helped found. He has coordinated multi-country conferences for trails and consulted in the development of trail standards for Nepal, and shaped the strategic vision for Green Flag Trails International.

His research interest includes the confluence point between nature, peace and economics, conservation funding mechanisms, the confluence between trails and conservation, and trails and technology. He is actively pursuing the development of an international Nature Peace Index. Galeo gives regular public talks and presentations at international congresses. He holds an MSc from Schumacher College, UK.

## **8. Neil Dawson, Chair - Theme on Human Wellbeing and Sustainable Livelihoods**

Mr Neil Dawson is a social scientist in the School of International Development at the University of East Anglia in the UK. He specialises in poverty, wellbeing and environmental justice research among rural populations in developing countries, primarily those living alongside some of the world's biodiversity hotspots and is a member of The Global Environmental Justice Group, an interdisciplinary group of scholars interested in the linkages between social justice and environmental change.

Neil uses innovative mixed method approaches to understand the dynamic political, social, environmental and economic processes which impact people, particularly poor and marginalised social and ethnic groups. His work, in sub-Saharan Africa, Asia and South America, covers three interlinked themes: biodiversity conservation and protected areas; agriculture, and; climate change mitigation and adaptation.

His diverse background spans quite different, though now handily complementary disciplines: years each as an ecologist (specialising for some time in seabirds), as a protected area warden and also previously as an economist and chartered accountant. Various projects has taken him to areas where natural resource management has strong implications for local livelihoods: looking at fisheries in Alaska, wetland management in Belarus, forest-based payments for environmental services in Rwanda. These experiences fuelled an interest in the depth of social, economic and ecological understanding actually required to realise meaningful, sustained development for the rural poor at the same time as preserving important biodiversity.

### **9. Francisco J. Rosado-May, Chair - Theme on Human Wellbeing and Sustainable Livelihoods**

Mr Francisco J. Rosado-May is an agroecologist, graduated from the University of California, Santa Cruz, with over 30 years of experience in research, higher education and outreach in Mexico and other countries in the Americas and Southeast Asia. His work has included integrated coastal management, tropical agroecology and intercultural education. Of Maya origin, Francisco was born in Felipe Carrillo Puerto, Quintana Roo, Mexico, several years before the creation of Cancun.

As part of the founding team of the University of Quintana Roo, in 1991, Francisco held positions as Faculty, Dean of the Science and Engineering Division and Vice President. In 2002, he became the 4<sup>th</sup> President of UQRoo. While holding this position, he envisioned and worked towards the opening of another public university in his home state, with an educational model that would provide training and knowledge similar to UQRoo along with the local Maya language, culture and ways of constructing knowledge.

In 2007 Francisco became the Founding President of the Intercultural Maya University of Quintana Roo in José María Morelos, with his second term ending in February 2015. Under his tenure, both universities held the highest level in all their academic programs, according to evaluations by national organisms for accreditation.

Francisco has been advancing both agroecology and intercultural education in his research and collaboration with different agencies and non-governmental organizations, including: the United Nations Development Program (member of the steering committee for Mexico since 2012), the Agroecology Fund (member of the advisory committee from 2016 and Board of Directors from 2017), as well as the North East Slow Food and Agrobiodiversity Society and The Indigenous Partnership, both based in NE India. Francisco's academic publications are available at Research Gate and Google Scholar.

### **10. Nick Conner, Chair - Specialist Group on Local Economies, Communities and Nature**

Mr Nick Conner (Australia) has over thirty years' experience in environmental economics, specialising in socio-economic impact assessment of terrestrial and marine protected areas, rural development, valuation of ecosystem services, and environmental economics capacity building, especially in Oceania. He has worked in water resource planning, energy policy analysis and protected area management, and since 2000, has been involved with the IUCN Secretariat, Commissions and not-for-profit groups on a range of projects including:

- Co-lead IUCN Commission on Ecosystem Management: Ecosystem Services Thematic Group (2017-)

- Project Adviser, Regional Economic Impacts of Peru Protected Areas, Conservation Strategy Fund (2017-)
- Consultant, Cook Islands National Biodiversity Strategy Action Plan Review: Valuation and Mainstreaming of Ecosystem Services (December 2016-June 2017)
- Instructor, Conservation Strategy Fund Economic Tools for Conservation courses in Pohnpei, Yap and Palau (Micronesia) (2012-15);
- Co-author, 'Economics of Coastal Zone Management in the Pacific' with IUCN and University of the South Pacific (February 2012);
- Lead, IUCN World Commission on Protected Areas Economic Valuation Specialist Group (2006-2013);
- Economist, Lower Mekong Region Protected Areas Review Programme: protected areas and development in Vietnam, Thailand, Cambodia and Laos (Sept 2001 - Dec 2002).

Nick is qualified in Environment Studies and Agricultural Economics, and is also the Principal Conservation Economist with the New South Wales Office of Environment and Heritage in Sydney, Australia.

### **11. Liza Zogib, Co-chair - Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice (ReSpECC)**

Liza is founder and co-creator of DiversEarth, an NGO working at the special interface of nature, culture and spirit. As well as working to support local communities and their practices that benefit nature, DiversEarth also focuses on the protection, management and restoration of sacred natural sites and facilitating interreligious dialogue. Liza is a founding member of the Mediterranean Consortium for Nature and Culture and coordinator of their current project. DiversEarth's geographical focus is the Mediterranean, Asia (in particular the Himalayas) and Switzerland. Thematically, DiversEarth directs its energy towards supporting mobile pastoralism and spiritually inspired conservation initiatives.

Prior to the creation of DiversEarth, Liza worked for 11 years with WWF International first within the global protected areas programme and latterly in the Global and Regional Policy unit where she coordinated an international team leading on the development and implementation of WWF's social policies.

A long time yoga practitioner/teacher and a dancer of Bharata Natyam, Liza's work is inspired by yogic and tantric teachings.

### **3. World Commission on Environmental Law (WCEL)**

On 19 July 2017, in response to a request from the Secretary to Council regarding the agenda of the 71<sup>st</sup> Bureau meeting, the Chair of WCEL wrote that: "At this stage, WCEL has not yet decided to appoint additional Steering Committee members because the prospective members have not yet been identified from the two most important geographic areas from which WCEL is seeking additional appointments (China and India). Following successful missions by the Chair to participate in legal education programs and to recruit members, WCEL continues to engage in extensive consultations with law schools, governments, and IUCN members in those two countries. In these important selections, WCEL is seeking to ensure diversity of gender, cultural background, and geography, as well to secure a high level of availability, communication skills, and expertise to complement the existing Steering Committee's active membership. WCEL will continue to pursue a rigorous selection process that should, in the near future, allow WCEL to nominate at least two new highly committed and collegial Steering Committee members."



## 71<sup>st</sup> Meeting of the Bureau of the IUCN Council

Gland, 29-30 August 2017

### *Agenda Item 7.3*

#### **Date and place of the 94<sup>th</sup> and 95<sup>th</sup> Meetings of the IUCN Council**

Origin: Secretary to Council

##### **REQUIRED ACTION:**

The Bureau is invited to consider the following proposals for the date and place of the meetings of the IUCN Council to be held in 2018 taking into account Bureau decision B/69/6.

##### **DRAFT BUREAU DECISION:**

The Bureau of the IUCN Council,

*Taking into account* the confirmation by the Jeju Special Self-Governing Province (Republic of Korea) that it will cover any expenditure above the approved budget for the 95<sup>th</sup> Council meeting;

Decides to convene:

- a. the 94<sup>th</sup> Meeting of the IUCN Council in Gland from Monday 30 April through Wednesday 2 May 2018, with preliminary meetings to be held on Sunday 29 April 2018;
- b. the 95<sup>th</sup> Meeting of the IUCN Council in Jeju, Republic of Korea, from Saturday 6 through Monday 8 October 2018 with preliminary meetings to be held on Friday 5 October 2018, at the occasion of the World Leaders' Conservation Forum hosted by the Jeju Special Self-Governing Province on 3 and 4 October 2018 which will also celebrate the 70<sup>th</sup> Anniversary of the foundation of IUCN.

1. Reference is made to Bureau decision B/69/6 (May 2017) approving the time slots for the ordinary meetings of the Council in 2018-20 as presented in [Bureau document B/69/9.1/1 "Calendar for IUCN Council meetings 2017-20"](#) within which the precise dates will be determined, subject to adaptation as required to take into account important events that may be scheduled in the meantime.

#### **The 94<sup>th</sup> Council Meeting**

2. The timeslot for the 94<sup>th</sup> Council Meeting approved by the Bureau is: 29 April to 8 May 2018.
3. As explained in Bureau document B/69/9.1/1 (May 2017), the Swiss Federal Government invites the Council to a 2-day excursion to the Canton of Obwald including a visit of the [Entlebuch UNESCO Biosphere Reserve](#).
4. Swiss Councillor Norbert Baerlocher proposes that Council determines the dates for the 94<sup>th</sup> Meeting which will subsequently allow him to make plans for the excursion which he suggests as follows:

Monday 30 April to Wednesday 2 May 2018: Council meeting in Gland

Thursday 3 and Friday 4 May 2018: excursion

Saturday 5 May 2018: departure of Council members

5. The excursion will be partly by train, partly by coach, leaving Nyon on Thursday morning, returning back to Nyon on Friday evening. Council members will therefore be encouraged not to start their journey home until Saturday morning 5 May 2018.
6. On the program will be, among others a:
  - visit of the [Entlebuch UNESCO Biosphere Reserve](#)
  - visit of the old town centre of Lucerne
  - meeting with the Government of the Canton of Obwald
  - meeting with the Director of the [Federal Office for the Environment](#) in Berne.
7. According to Norbert Baerlocher, the Swiss authorities will take care of overnight stays outside Geneva / Gland, transport, meals and visits so that the excursion does not entail expenditure for IUCN.

### **The 95<sup>th</sup> Council Meeting**

8. The timeslot for the 95<sup>th</sup> Council Meeting approved by the Bureau is: 6 to 13 October 2018. Bureau document B/69/9.1/1 (May 2017) explained that Councillor Youngbae Suh was exploring the possibility of the Jeju Special Self-Governing Province hosting the 95<sup>th</sup> Council meeting in Jeju (Republic of Korea).
9. During a meeting with the Secretariat in Gland on 6-7 July 2017, the authorities of the Jeju Special Self-Governing Province have confirmed their proposal to invite all Council members to the World Leaders' Conservation Forum hosted by the Jeju Special Self-Governing Province on 3 and 4 October 2018 which will also celebrate the 70<sup>th</sup> Anniversary of the foundation of IUCN, and to host the 95<sup>th</sup> Council meeting in Jeju on 6-8 October 2018 with all expenditure above the approved budget for a Council meeting held in Gland to be covered by the local authorities.
10. This commitment has subsequently been expressed in an exchange of letters of which a copy is [attached herewith](#).



IUCN  
Rue Mauverney 28  
1196 Gland  
Switzerland

Tel. +41 22 999 0187  
Fax +41 22 999 0002  
www.iucn.org

Mr Yang Bo Kim  
Director General  
Environment Conservation Bureau  
Jeju Special Self-Governing Province

11 July 2017

Dear Mr Kim,

### **Proposal to host the 95<sup>th</sup> Meeting of the IUCN Council in Jeju in October 2018**

It was a pleasure to meet with you in Gland on 6 July 2017 in the presence of representatives of the Ministry of Environment, Prof Youngbae Suh, Chair of the Korea National Committee for IUCN and IUCN Councillor and Dr Enrique Lahmann Global Director, Union Development Group, IUCN, to discuss your proposal to host the 95<sup>th</sup> Meeting of the IUCN Council in Jeju (Jeju Special Self-governing Province, Republic of Korea) at the occasion of the World Leaders' Conservation Forum to be held in Jeju on 3 and 4 October 2018 which will also celebrate the 70<sup>th</sup> Anniversary of the foundation of IUCN.

The proposed dates for the meeting of the IUCN Council of 6, 7 and 8 October 2018 fall nicely within the time period for the 95<sup>th</sup> Meeting established by the Bureau of the IUCN Council. Any preliminary meetings, such as the Bureau of the IUCN Council and the Chairs of the IUCN Commissions – still to be confirmed, may be held on 5 October 2018 while other delegates of the World Leaders' Conservation Forum will be offered the possibility to make excursions.

In order to enable the IUCN Council or its Bureau to approve the holding of the Council meeting in Jeju, I would appreciate to receive confirmation that the host will cover any expenditure above the approved budget for the Council meeting concerned.

In this regard, I welcome the following proposal tabled during our meeting:

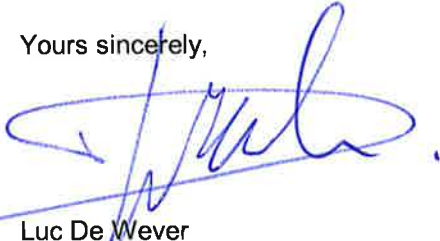
- The host provides all in-country cost:
  - Hotel accommodation and all meals for up to 60 IUCN participants of the Council meeting from at least 4 October (for part of them 5 October) until 9 October 2018 (37 Council members, 6 Deputy Commission Chairs and 15 members of the Secretariat – the precise number remains to be confirmed closer to the meeting);
  - Meeting rooms and audio visual equipment where required;
  - Local transportation (airport-hotel and hotel-meeting venue);
  
- The IUCN Secretariat covers the cost of international travel to/from Jeju of all IUCN participants of the Council Meeting.



Attached please find a copy of the standard requirements for hosting a Council meeting outside the IUCN Headquarters of which hard copies were transmitted during our meeting.

Looking forward to the prospect of working together again next year, I remain available for any additional information.

Yours sincerely,



Luc De Wever  
Senior Governance Manager  
Secretary to Council

CC: Prof Youngbae Suh  
Mr Zhang Xinsheng, IUCN President  
Ms Inger Andersen, IUCN Director General  
Dr Enrique Lahmann, Global Director, Union Development Group, IUCN

International Union for Conservation of Nature (IUCN)

Meeting and accommodation requirements for IUCN Council meetings  
held outside Gland, Switzerland

Attached: Example of the schedule of an IUCN Council and related meetings during the 2017-20 term – subject to any modifications that may be required by Council in each case

Meeting facility

**1. Plenary meetings of day 2 (all day) and day 3 (all day) [7 & 8 October 2018]**

- One meeting room for up to 70 people, all seated behind tables. This room could also be used for one of the committee meetings of day 1 (all day).
- 40 seats for Council members, Director General, Legal Adviser and Secretary, around the main table in U-shape so that all participants can have eye-contact and see projections on the screen. No podium. (see table configuration attached hereafter)
- Other attendants (6 Deputy Commission Chairs, staff members and any external people invited) sit behind individual tables in the back of the room.
- Microphones on the U-shape table for Council members (one for every two seats) for both sound amplification and recording of the plenary meetings. One or two mobile microphones.
- No equipment for simultaneous interpretation required.
- Powerful Wifi enabling all people in the room to connect to the Internet and download documents simultaneously (paperless Council meeting).
- Power outlets for all participants to connect their laptops simultaneously.
- Glass bottles / cans with water on the tables (avoid plastic bottles).
- Big screen and beamer.
- The entire meeting in plenary (days 2 and 3) needs to be recorded (audio recording only). Immediately following the end of the meeting, the recording must either be installed on the laptop of the Secretary to Council and the Governance Assistant, or saved on a USB stick and handed over to either one of them.

**2. The Council working dinner with the Director General (day 2) [7 October 2018]**

- Private dining room for up to 38 participants (37 Council members plus the Director General) sitting around one round, oval or rectangular table so that all participants have eye-contact and can easily communicate during dinner without microphone.
- This is a meeting behind closed doors and so, no noise, no interference from outside except for the restaurant staff serving meals/drinks.
- No simultaneous interpretation required. No projections (no screen or beamer required).
- Wifi and power outlets required for laptops and smart phones.

**3. Council Committee meetings on day 1 (all day) [6 October 2018]**

- Three meeting rooms (two if the plenary room can be used for one of the committees) for
  1. Finance and Audit Committee/FAC (up to 20 participants)
  2. Governance and Constituency Committee/GCC (up to 20 participants)

3. Programme and Policy Committee/PPC (up to 20 participants).
- Table in U-shape for 20 people.
  - No simultaneous interpretation required.
  - Powerful Wifi allowing all participants to access Internet and download documents simultaneously.
  - Power outlets for up to 20 people.
  - No microphones/loudspeakers.
  - Screen and beamer in every meeting room.
  - Glass bottles / cans with water on the tables (avoid plastic bottles).

**4. Preliminary meetings [5 October 2018]**

- Bureau (to be confirmed): one meeting room for up to 20 people for ½ day.
- Commission Chairs (to be confirmed): another meeting room for up to 20 people for the entire day.
- All participants sit around one table in U-shape.
- No simultaneous interpretation required.
- Wifi and power outlets.
- No microphones/loudspeakers.
- Screen and beamer.
- Glass bottles / cans with water on the tables (avoid plastic bottles).

Accommodation

- If possible in the same hotel or in the vicinity of the meeting rooms.
- Up to 60 bedrooms (mostly single; double upon request) for 4 nights; min. 20 of these will be required for 5 nights (to accommodate those required for preliminary meetings); an estimated 30 of these may be required for 6 days or more depending on arrival and departure of flights or individuals extending their stay for private purposes at their own cost. A small number of staff members may come a few days in advance of the Council meeting.
- Internet access in all bedrooms (cable or wireless).
- Participants pay themselves for the extras (minibar, telephone, laundry, room service, etc.).

Catering


- Breakfast, lunches and dinners for up to 60 people: 37 Council members, 6 Deputy Commission Chairs, and 15 Secretariat staff from day 1 to day 3.
- The same for approximately 25 people required for preliminary meetings.
- Menus can be set in advance but must include at least one vegetarian option and a limited number of gluten-free meals.
- It is recommended to serve only non-alcoholic drinks at lunch time.
- During morning and afternoon breaks on day 1, 2 and 3 and during preliminary meetings: coffee, tea, water, juice and some biscuits and fruit.

Office space:

- Private offices in the vicinity of the meeting rooms (table with 5 chairs plus Wifi and power outlets) during preliminary meetings and days 1 to 3 for:
  - 1 for IUCN President
  - 1 for IUCN Director General
  - 1 for FAC team
  - 1 for PPC team
  - 1 for GCC team
  - 1 for Secretariat Council team

Contact:

**Luc De Wever**  
Senior Governance Manager  
Secretary to Council  
Union Development Group  
IUCN (International Union for Conservation of Nature)  
28 rue Mauverney, CH-1196 Gland,  
Switzerland  
Tel. +41229990187; Mob. +41792649495  
[luc.dewever@iucn.org](mailto:luc.dewever@iucn.org)  
[www.iucn.org](http://www.iucn.org)



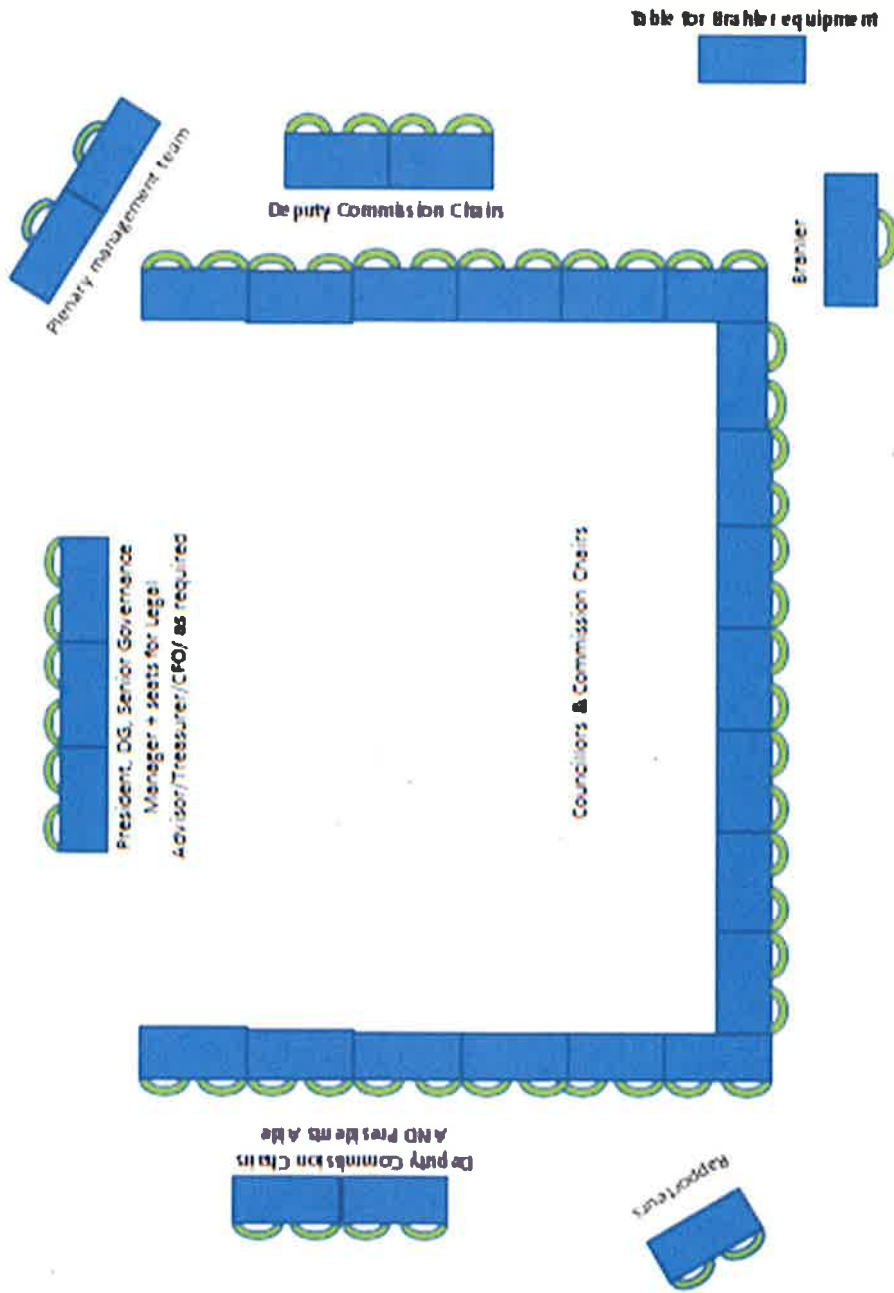
**Louise Imbsen**  
Governance Assistant  
Union Development Group  
IUCN (International Union for Conservation of Nature)  
28 rue Mauverney, CH-1196 Gland,  
Switzerland  
Tel. +41 22 999 0135; Fax +41 22 999 0002;  
[Louise.Imbsen@iucn.org](mailto:Louise.Imbsen@iucn.org)  
[www.iucn.org](http://www.iucn.org)


Note:

The decision to hold the Council meeting outside HQ must be adopted by Council or Bureau on the basis of a written confirmation from the host that they will cover the incremental costs, i.e. any cost above the approved budget for the Council meeting concerned. Cf. Council decisions on previous occasions in 2011, 2014 and 2015.

	Day 1	Day 2	Day 3	
<b>Evening</b>		18:30 Council working dinner with the Director General		
<b>Afternoon</b>	Arrival of Council members required for preliminary meetings			
<b>Morning</b>	Preliminary meetings  <b>Arrival of Council members</b>  <b>Bureau of the IUCN Council</b> (1/2 day) (to be confirmed)  <b>Chairs of the IUCN Commissions: general coordination meeting</b> (9:00-18:00) (to be confirmed)	(8:30-18:00) Programme and Policy Committee (PPC)  (8:30-18:00) Finance and Audit Committee (FAC)  (8:30-18:00) Governance and Constituency Committee (GCC)	8:30-18:00  <b>Council Meeting</b>  8:30-18:00  <b>Council meeting</b>	Departure of Council members





The World Comes to Jeju, and Jeju Goes to the World  
**JEJU SPECIAL SELF-GOVERNING PROVINCE**

Jeju Special Self-Governing Province  
Environment Conservation Bureau, Munyeon-ro 30, Jeju-si, Republic of Korea

Mr. Luc De Wever  
Senior Governance Manager  
Secretary to Council  
IUCN (International Union for Conservation of Nature)

August 16, 2017

Dear Mr. Luc De Wever

**Proposal: Hosting the Meeting of the IUCN Council in Jeju in October 2018**

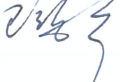
I would like to thank you for your cooperation towards our hosting of the 95th Meeting of IUCN Council in Jeju in October 2018. After having reviewed the requirements for hosting the IUCN Council meeting outside IUCN headquarters (from October 4 to October 9, for accommodation, meals, conference hall, local transportation, etc., for up to 60 people), we ascertain that Jeju will be able to cover the costs.

We are confident that through our hosting the Meeting of the IUCN Council, the relationship between IUCN and Jeju can be enhanced.

Additionally, we hope that IUCN Council members will help us hold the events by taking part in the 2nd World Leaders' Conservation Forum and the 70th anniversary ceremony of IUCN.

Thank you for the opportunity to work together with you next year, and please contact me if you need anything.

Yours Sincerely,

KO Chul-Joo   
Director  
Environment Policy Division  
Jeju Special Self-Governing Province

CC: Prof. Youngbae Suh

Mr. Zhang Xinsheng, IUCN President

Ms. Inger Andersen, IUCN Director General

Dr. Enrique Lahmann, Global Director, Union Development Group, IUCN