



**Documents of the 76<sup>th</sup> Meeting of the Bureau of the IUCN Council**  
Gland, 26 March 2019

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**A. SUMMARY MINUTES OF THE 767<sup>th</sup> BUREAU MEETING (with Annex A and 1-4)**

**A. SUMMARY MINUTES OF THE 767<sup>th</sup> BUREAU MEETING (with Annex A and 1-4)**



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

76<sup>th</sup> Meeting of the Bureau of the IUCN Council  
held in person in Gland, on 26 March 2019 from 9:30 to 19:30

Summary Minutes

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

**Agenda Item 1. Chair's opening remarks and approval of the agenda** [*Bureau document B/76/1*]

In his opening remarks, [IUCN President Zhang Xinsheng](#), [Chair of the meeting](#), re-iterated congratulations to Inger Andersen for her appointment as Executive Director of UNEP. The draft agenda was approved without modifications.

**BUREAU DECISION B/76/3**

The Bureau of the IUCN Council,  
adopts the agenda of its 76<sup>th</sup> Meeting. (Annex 4)

**Agenda Item 2. Status of the follow-up to the outcomes of previous Council and Bureau meetings** [[Bureau document B/76/2](#)]

In response to the question why item 15 had been removed from the Table (document B/76/2), the Secretary to Council explained that the President had announced earlier that he had called on Andrew Bignell to act as his adviser. The Bureau member said to be interested to see a proper group established on this strategic issue.

A Bureau member requested a correction of item 25 in the Table because the issue referred to was about "trophy hunting" instead of "hunting". The Chair of GCC explained that IUCN's position on trophy hunting had been clarified in connection with a membership application discussed in GCC, and item 25 could therefore be removed.

It was agreed to discuss under this agenda item, but at another moment in the Bureau meeting, the following three follow-up issues from the 95<sup>th</sup> Council meeting:

- i. The appointment of the members of the Congress Preparatory Committee (CPC);
- ii. The fact finding mission established by the FAC in October 2018; and
- iii. The SGA Report (External Review of IUCN's Governance).

**Agenda Item 3. Financial outcome for 2018, outlook for 2019, risks and challenges**

[Mike Davis](#), [Chief Financial Officer \(CFO\)](#), made a presentation of the financial outcomes 2018, outlook for 2019, risks and challenges. [*Cf. [B/76/3 PPT 2018 results and outlook for 2019](#)*]

As part of her remarks, the [Director General \(DG\)](#) explained that, contrary to other Framework Partners, the US Administration decides on a year-by-year basis. This year's support is part of the budget proposal currently in Congress and seems to be on its way to be approved. As regards other Framework Partners, the DG said that when renewing their commitments, they will take into account the Council's response to the External Review of IUCN's governance and IUCN's handling of the ROWA issue. The DG hoped that her successor, and also Council, will continue to "set the tone at the top" concerning harassment and bullying issues which had recently caused disruption in a number of other international organizations. The DG was proud to have strengthened the patrons program, recalling that patrons were individuals making significant un-earmarked contributions to IUCN from their personal wealth. She met with some of them personally and witnessed how much they attach importance to a smooth transition of the Secretariat leadership in order to continue their payments.

Focusing in his remarks on long-term perspectives, [Nihal Welikala](#), [Treasurer](#), recalled two objectives specified in the Statutes for the financial management of IUCN: an appropriate level of reserves and broad balance between expenses and revenues. As regards the reserves level, he suggested that the FAC task force on financial planning post 2020, which was going to meet immediately after the 96<sup>th</sup> Council meeting, put a number on the reserves target because it concerned the "cushion", IUCN's ability to absorb and take risk, and its capacity to invest for the future. While it was not clear from the rules whether to measure the balance of expenses and revenues on a yearly basis or a longer term, it was worth defining it because most of IUCN's projects were mid-to-long term. The Treasurer referred to documents from his predecessor who had warned that if the issue of the rapidly declining framework income was not addressed, it would dramatically reduce the reserves, even deplete them completely.

The Treasurer also referred to the strategy paper "Towards a relevant and stable IUCN" endorsed by the previous Council in 2016 which presented 13 action points that, if supported by CHF 2-3 m in restructuring expenses, would yield CHF 5-7 m / year, which basically addressed the expected decline in framework income. In the Treasurer's understanding, the Financial Plan 2017-20 approved by the 2016 Congress incorporated these savings and anticipated a break-even result for each of the 4 years covered by the Plan. It was therefore important to examine the cause of the CHF 3.9 m variance in the cost

recovery from projects in 2018, whether the anticipated income was set too optimistically, and what were the contingency plans if the targets were not achieved.

Regarding provisions for losses, the Treasurer expects FAC to examine potential systemic and internal control issues in order to avoid issues such as ROWA to occur again in the future. As project revenues are currently the single most important revenue for IUCN, the way of accounting for revenues that cross multiple accounting years is extremely important. Among two options, the "input basis approach" currently followed by IUCN consists of adding up all expenditure to deliver a project and account for it as a receivable on the balance sheet. In case of a discrepancy, a judgment call is made whether they are recoverable and if not, provisions are made accordingly. However, accounting rules worldwide (IFRS) are changing as the subjectivity involved in the "input base approach" is considered too high. In the new "output base approach" revenues are accounted as progress is made with the project. It spreads revenue numbers over multiple years, making them safer/more realistic. The Treasurer understands that the new accounting rules are not mandatory in Switzerland and the donors do not request it, taking into account among others that the cost of the implementation of new rules would be much higher. However, the Treasurer was of the view that IUCN should probably move to the new accounting system at some point and expected the FAC's task force on financial planning post-2020 to take a serious look at it.

Finally, the Treasurer considered the investment and exchange losses valued at 31 December 2018 very high for IUCN. Although there has been some recovery since, the common threat to both is that IUCN reports in a strong currency (CHF) with negative interest rates. To be prudent, IUCN invests 77% of its portfolio in Swiss bonds but the downside of it are the negative earnings, while it is locking itself out of investment opportunities in other markets. However, the bulk of IUCN's revenues is in Euros (and USD) instead of CHF, which inevitably causes exchange losses. In the Treasurer's understanding, IUCN was not bound by any regulations regarding its reporting currency, which would continue to be in CHF as long as IUCN's Regulations stipulated it explicitly. The Treasurer expected the FAC task force on post-2020 financial planning to examine how to stop IUCN from driving too close to the financial edge and provide in the future a predictable surplus of CHF 2-3 m / year – which would probably take 3-4 years to achieve.

In response to a question, the CFO explained that the CHF 0.6 m project wrote offs and provision related to ROWA had to be written off (charged to IUCN's own reserves) because it concerned expenses that were effectively made and charged to several projects although they were ineligible as project expenditure.

In response to a question what the income prospects were beyond 2020, the DG explained that framework income was linked to the Programme and so, in the year after the Congress, the picture always looked bleak as none of the Framework Partners had signed off on its contributions. A lot depended on the confidence which IUCN's management and governance build with the donors in terms of efficiency, effectiveness and results. She also reminded that unrestricted income was on a downward trajectory in all organizations and agreed with Nihal that it would be prudent to discount framework income in the next intersessional period. The DG also recalled that in 2016, the previous Council rejected her plan (part of "Towards a relevant and stable IUCN") to reform IUCN's office network from representative offices to projectized offices, i.e. to change the expectations as to how the offices are funded as the current set-up had become unaffordable, adding that if the Council did not give the DG the flexibility to solve this issue, IUCN would remain close to the financial edge. The DG said to be very pleased that the Treasurer was going to move the FAC task force to take the long term perspective.

During the discussion, Bureau members emphasized the importance of deciding very soon whether IUCN was on the right path becoming more and more a project based organisation as so many other organisations who may have more experience with project work, and threatening to weaken its unique features. In that regard, the point was made that FAC's strategic reflection needed to be integrated with the GCC's work preparing the management response to the External Review of IUCN's governance. Another Bureau member emphasized that we should consider the current challenges as an opportunity to reflect beyond the financial issues about where to take IUCN in the long term, in the face of two trends affecting in particular IUCN and the broader conservation community: 1) environmental protection is on the defence; 2) climate change leads governments to shift priority away from protecting ecosystems towards responding to domestic pressures to deal with immigration which, by the way, is often caused by the degrading environment. We need to rethink IUCN in-depth. The idea was mentioned of a Council motion about developing (some kind of) a Union Development Plan defining where we want IUCN to be in 10 years' time.

#### **Agenda Item 5. Appointment of members of Steering Committees of IUCN Commissions [\[Document B/76/5\]](#)**

The Secretary to Council summarized document B/76/5 presenting the proposals of the Chairs of CEC and CEESP.

The following points were made during the discussion:

- On the one hand, the question was raised about the appropriate size of steering committees which may become cumbersome and costly if too big, i.e. beyond a membership of 10-15 which could be considered as optimal. On the other hand, it would be a challenge to define the appropriate size for all Commission steering committees as size depended on how each Commission operated: while we need to take into account gender and geographic representation, some steering committees delegate tasks to groups of people while others function as decision-making bodies. In addition, at this point of the current term, after Council had approved the existing membership of all steering committees, it would be more appropriate to ask the Commission Chairs to reflect on the issue of size and provide guidance for the next quadrennium.
- Doubt was raised over the motivation as to why the additional skills brought by the two candidates were needed in CEC's steering committee.

- Without questioning the merits of the individuals concerned, the geographic balance of CEC's steering committee was considered not right.
- Regret was expressed about the fact that the website of CEESP already listed the proposed candidates as steering committee members before the Bureau had approved their nomination.

The President concluded that, while Bureau appreciated the unique character and contribution of the Commissions with a membership of +14,000 which delivered 40% of the participants at the last Congress, it was concerned to strengthen the Commissions and their leadership. Respecting past practice, the Bureau wished to see representation balanced with efficiency. The Bureau appreciated the diversity in leadership styles / models among the Commissions. However, in addition to expertise, the geographic and gender balance, possibly also language distribution, must be such that Commissions have a truly global leadership. Finally, the President added that selected individuals must be outstanding and well known in order to maximize their impact. The Bureau would take a decision on the proposed nominations later, in function of Chairs' feedback on the Bureau's concerns.

#### **Agenda Item 6: Establishment of the Council's Motions Working Group [\[Document B/76/6\]](#)**

Jennifer Mohamed-Katerere, Chair of the Governance and Constituency Committee (GCC) introduced the recommendation of the GCC.

During the discussion, the Chair of GCC and the Secretary to Council explained that the requirement of providing financial information necessary to implement a motion had been approved by e-vote of IUCN Members in 2015. The information required is an estimate and Members can only commit about their own resources that they would contribute to the implementation of motions. What is new in the ToR of the Motions Working Group (MWG) this time is a mandate for the MWG to do something with the information with the purpose of encouraging Members to take part in a collective responsibility of the membership for the implementation of the motions that they propose and adopt. The DG recommended to establish rules and a mechanism to screen motions such as e.g. in CITES, in order to avoid a "free for all" (e.g. motions requesting the DG to establish an office in their country).

The recommended ToR and the process for appointing the members of the MWG were approved without modifications. Council members will be invited during Council to send in expressions of interest within one week from the Council meeting, in order for the Nominating Committee to make a recommendation as expeditiously as possible.

#### **BUREAU DECISION B/76/2**

The Bureau of the IUCN Council,

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

Approves the Terms of Reference of the Council's Motions Working Group (Annex 2) and the process for appointing the members of the Motions Working Group (Annex 3).

#### **Agenda Item 2. Status of the follow-up to the outcomes of previous Council and Bureau meetings (Continued)**

##### Regarding the membership of the Congress Preparatory Committee (CPC)

During the discussion of the question how to proceed with the appointment of the members of the CPC, Bureau members noted that in the course of the vote, a number of Council members had expressed support for the draft decision in its original form proposed by the Bureau, while others had objected to the draft decision in its original form and nominated Hilde Eggermont as an additional member of the CPC for the reasons they explained. Some Council members had voiced support for Hilde Eggermont's nomination without, however, expressing a vote on the original draft decision. Some of the Council members who had voted in favour of the original draft decision intervened a second time to also state their support for including Hilde Eggermont. In other words, the email discussion following the launch of the vote had made it difficult to conclude precisely how many voted for or against, and on which proposition. Taking into account that the CPC was scheduled to meet on 27 March 2019, Vice-President John Robinson explained that the Vice-Presidents acting as Nominating Committee had recognized the importance of including adequate representation of the region of the host country of the 2020 Congress and of the Commissions, but that Council decision C/95/21 had put the maximum number of CPC members from Council at 10. The Chairs had changed the nomination of Kristen Walker Painemilla to Kathy MacKinnon in order to avoid that two CPC members came from the same country. A Bureau member proposed to change the rules for membership of CPC and always have a representative of the host country and one from the Commissions. Several Bureau members expressed the concern that in future the process for expressions of interest should be strictly applied.

On the proposal of John Robinson, Vice-President, the President concluded that there was consensus in the Bureau to consider that there was broad agreement in Council on the slate proposed in the original draft decision proposed by the Bureau, with the addition of Hilde Eggermont. The members of the Bureau also considered it important that the CPC met on 27 March 2019 with certainty about its membership, and that there was no time to do the vote over again. He was therefore going to use his prerogative as President, based on legal advice and Regulation 51, to announce that the draft decision with the addition of Hilde Eggermont had been adopted by Council. The consensus in the Bureau was not to take a decision on the membership of CPC but to provide context for the President's ruling on the results of the vote.

##### Regarding the fact finding mission established by the FAC

Marco Vinicio Cerezo Blandón, Acting Chair of FAC, regretted the slow progress in the fact finding mission's work, mainly due to his own unavailability following several urgent matters recently occurring in his organization. To implement the work plan he had elaborated together with Antonio Benjamin and which provided, among others, interviews with up to five individuals and the preparation of a brief report, he would need another 1.5 months. The Acting FAC Chair requested guidance and support from the Bureau on the next steps. Antonio Benjamin informed the Bureau that he would step down from his role in the fact finding mission as increased commitments as Chair of WCEL did not allow him to continue dedicating adequate time to the fact finding mission.

During the discussion, several issues of due process were raised including what the role of the Bureau was versus that of the FAC and Council with regard to the fact finding mission and with regard to the scope and duration of the recusal of the appointed Chair of FAC. The Legal Adviser clarified that the fact finding mission was an FAC decision while the recusal was a Council decision adopted as part of the decision on the re-election of the Chairs of the standing committees of Council, adding that the Council decision clearly referred to a full recusal from chairmanship of FAC.

The Acting Chair of FAC concluded that he would request FAC to accord him a short period to accelerate and deliver the report of the fact finding mission, and thereafter to reconsider the recusal.

#### Regarding SGA's Report (External Review of IUCN's Governance)

The Chair of GCC presented the suggestions of the GCC's steering group on the external review of IUCN's governance about the organization of the discussion of the SGA Report in Council and welcomed any guidance from the Bureau.

In response to questions when the SGA report will be published, the Chair of GCC explained that according to IUCN's Evaluation Policy, the Review will only be published together with the Council's "Management Response". This required first a discussion in Council followed by GCC's preparation of a plan to draft the management response, which GCC would tackle during an extraordinary meeting on 1 April, i.e. immediately after the Council meeting. Any members of Council were welcome to join the GCC meeting. In addition, she shared the concerns of several Bureau members that the SGA report, in particular the annexes, was not ready for publication in its current format. SGA, however, had insisted that the annexes be distributed to Council as they were. The GCC was going to review the report and provide feedback to SGA.

#### **Agenda Item 4: Secretariat Transitional Leadership Arrangement (C96 Agenda Item 4.2) [\[Document B/76/4/1 Draft ToR of the Succession Planning Committee\]](#)**

*[Note: the Bureau held a short in camera meeting, partly in the presence of the DG]*

At the request of the President, John Robinson, Vice-President, summarized the outcome of the *in camera* meeting as follows. The Bureau wished to take the opportunity of the 96<sup>th</sup> Council meeting to achieve a broad agreement, if not a decision, on the appointment of an Acting Director General (ADG). Although external candidates should not be excluded, the rich talent already available in IUCN should be explored and interviews held by the Succession Planning Committee (SPC) with a number of global and regional directors while in Gland for the Council meeting. As requirements for the ADG position, he mentioned intense knowledge about IUCN, familiarity with core management systems and corporate structure, ability to work well with the President and the staff, and availability to be based in Gland. Regarding the recruitment of a new DG, the Bureau preferred to appoint a search firm relatively soon in order to allow the new DG to be in place well before the 2020 Congress.

During the discussion, the DG recalled that, following a bidding process, SRI had been appointed as search firm for senior staff and was also available for the recruitment of the DG, and that the Secretariat's Human Resources team was ready to assist. Referring to the draft ToR of the SPC (Bureau Document B/76/4/1), Vice-President John Robinson explained that the wording should be refined to clarify that the SPC will make recommendations to the Bureau, for onward transmission to Council for decision, about 1) the appointment of an ADG; 2) the process leading to a global search externally and internally and the recruitment of the new Director General, including ToR of a DG Search Committee which would be a separate body, and 3) a strategy for the succession planning. Bureau members agreed that the Search Committee should have an odd number of members.

At the President's request, John Robinson, Jennifer Mohamed-Katerere and Nihal Welikala accepted to finalize the wording of the ToR.

#### **BUREAU DECISION B/76/1**

The Bureau of the IUCN Council,

Confirms the establishment of a "Succession Planning Committee" with the following members:

- The President (Chair)
- The four Vice-Presidents, and
- The Treasurer;

Approves the Terms of Reference of the Succession Planning Committee (Annex 1).

#### **Agenda Item 7: Preparations for the 96<sup>th</sup> Council meeting**

##### **7.1 Areas for improving IUCN's Governance (C96 Agenda Item C/96/GCC19/1.1)**

The Chair of GCC briefly introduced the progress on the areas for improvement of IUCN's governance identified by the Working Group established by the 69<sup>th</sup> Bureau meeting (May 2017), including amendments to the Statutes, Rules and Regulations and asked guidance which the high level issues were that needed to be reviewed / agreed by Council in terms of the external governance review.

The DG recalled the issue already identified by the Working Group and discussed in the Bureau concerning the National Committees with legal personality, which, if not properly addressed, could in 10-15 years from now result in IUCN becoming a franchising organization like WWF. The President recalled a similar threat in UNESCO: as soon as national committees obtain legal personality, they become a competitor sooner or later.

## Annex A

### 76<sup>th</sup> Meeting of the Bureau of the IUCN Council, 26 March 2019

#### List of attendees

##### **PRESIDENT**

- Zhang Xinsheng

##### **VICE-PRESIDENTS**

- John Robinson
- Ana Tiraa (participated remotely during the morning session; gave proxy to John Robinson for the remaining part of the meeting)

##### **TREASURER**

- Nihal Welikala

##### **REPRESENTATIVE OF THE COMMISSION CHAIRS**

- Antonio Benjamin, Chair of the World Commission on Environmental Law (participated remotely for agenda items 3 and 4)

##### **REGIONAL COUNCILLORS**

- Mamadou Diallo
- Jenny Gruenberger

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

- Jennifer Mohamed-Katerere, Governance and Constituency Committee (GCC)
- Marco Vinicio Cerezo Blandón, Acting Chair of the Finance and Audit Committee (FAC)
- Jan Olov Westerberg, Programme and Policy Committee (PPC)

##### **DIRECTOR GENERAL**

- Inger Andersen

##### **OTHERS**

Sandrine Friedli Cela, IUCN Legal Adviser

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

Louise Imbsen, Governance Assistant

Luc De Wever, Senior Governance Manager, Secretary to Council



## Succession Planning Committee

### Terms of Reference

#### 1. Background

Following the decision of the IUCN Director General to apply for and accept the post of Executive Director (ED) of the UNEP, the Bureau, in discussion with the IUCN President and Vice-Presidents, agreed unanimously to establish a Succession Planning Committee (SPC).<sup>1</sup>

The SPC has held two meetings. The President via email has informed the Council of the decisions and process initiated following the formal approval of the appointment of the IUCN DG by the UNGA on 20 February 2019 and the request for confidentiality was no longer applicable,

#### 2. Objective

The Succession Planning Committee is established as a standard practice in similar international organizations and is part of good and prudent governance and leadership transition. The Succession Planning Committee has the responsibility to ensure smooth transitional secretariat leadership. Under the present circumstances, this responsibility will include facilitating the selection of an Acting DG and developing a TOR for a search committee to identify a new Director General

#### 3. Functions

The Succession Planning Committee will make recommendations to the Bureau, for onward transmission to the Council for decision, on:

- a. Necessary transitional secretariat leadership arrangements;
- b. Accelerating the process leading to global search externally and internally and recruitment of the new Director General, including Terms of Reference (TOR) of a DG Search Committee
- c. Other matters related to succession planning, transitional arrangements and recruitment of new DG.

#### 4. Modus Operandi

The members of the Succession Planning Committee will implement their work primarily via email and conference calls and carry out any face-to-face meetings when needed.

The Succession Planning Committee will consult members of the Council, and of the

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<sup>1</sup> The first Succession Planning Committee (SPC) meeting realized that it would be customary to develop the ToRs of the Committee, which would need more time, information and secretariat services, thus risking the spread of the information. In order to deal with this urgent situation, to start necessary preparations and meanwhile to respect DG Inger Andersen's own wishes not to inform all the Council members and to avoid any adverse impact on her application, the SPC meeting acknowledged the importance of having a succession plan, failing to do which could imply that IUCN was not at all prepared to handle this type of situation for the members of IUCN, international community and donors. In light of this, it was agreed that the ToRs had to be developed later and would be submitted to the Council for validation after DG Inger Andersen is officially approved by the UNGA as the ED of the UNEP, as planned.

Commissions and of the Secretariat as appropriate.

The Succession Planning Committee will report to the Bureau, after which the Bureau will report to the Council.

#### **5. Duration**

The Succession Planning Committee will perform its mandate during the process of setting up Secretariat transitional leadership arrangements until a Search Committee is established, by then the SPC will only do regular succession planning unless decided otherwise by the Bureau.



## Terms of Reference of the Motions Working Group of the IUCN Council

In accordance with Article 46 (q) of the IUCN Statutes, Regulation 29, and Part VII of the Rules of Procedure ('Agenda and Motions'), the Council appoints a Motions Working Group with the mandate to:

- a. Provide guidance to IUCN Members on the submission of motions;
- b. Receive the motions and determine that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet the requirements listed in RoP 54;
- c. Prepare, including editing, the motions for the online discussion and, as appropriate, for submission to the Resolutions Committee of Congress and the World Congress;
- d. Submit the motions to an online discussion to be held prior to Congress, specifying which motions that warrant debate at the global level during the Congress will continue to be discussed and voted upon during the Members' Assembly subject to RoP 45*bis*, and which motions will be put to an online vote prior to Congress subject to Rule 62*quinto*;
- e. Facilitate and oversee the online discussion of motions between Members prior to the Congress, ensuring that it is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during the Congress;
- f. Following the close of the online discussion, submit motions to an electronic vote prior to Congress and refer others to the Members' Assembly for continued debate and vote.

The Motions Working Group to be established by Council in accordance with Regulation 29 shall consist of

- (i) five (5) to seven (7) members of the IUCN Council,
- (ii) three (3) individuals who will be appointed by Council in their expert, personal capacity to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions; and
- (iii) the Director General *ex officio*.

The Motions Working Group shall present periodic reports on its work to the IUCN Council and shall keep the Congress Preparatory Committee (CPC) closely informed. The Motions Working Group shall receive adequate support from the IUCN Secretariat in order to deliver on its mandate.

The Motions Working Group shall, among others, perform the following tasks:

1. Establish specific procedures for the motions process in advance of the Congress to ensure its effective and efficient management. As part of this procedure, it shall guide the development of guidelines and templates for IUCN Members for the motions process which shall be sent to all IUCN Members before the opening of the submission of motions. The procedures will also specify the tasks which the Secretariat accepts to undertake in support of the work of the Motions Working Group, and contain the criteria and transparent processes for making the determinations which the Motions Working Group is required to make by the Rules of Procedure.
2. Be informed of and take into account to the extent possible the results of discussions of motions in National Committees, Regional Committees and Regional Fora, including those that warrant discussion at a local and/or national level;

3. Ensure that the statutory requirements are strictly applied to the submitted motions and that motions which meet the requirements, are treated fairly and equitably, with adequate communication with proponents and sponsors of motions related to rejecting, amending, combining or categorizing motions, explaining the rationale.
4. Make effective use of the information provided by proponents and co-sponsors about the actions and resources required to implement the motion and the contributions which they intend to make towards its implementation (RoP 54 (b) viii.), including publishing the information and/or the rating described in the template throughout the motions process, thereby encouraging IUCN Members to take responsibility for the implementation of the motions they submit, once they are adopted. Transmit a report to the Resolutions Committee of Congress regarding the status of the resources committed/pledged on all the motions adopted through the electronic vote prior to Congress.
5. Communicate clearly and comprehensively to the IUCN membership the rationale for referring certain motions to the electronic vote prior to Congress and others to the Members' Assembly, either at the time of publication of the motions prior to the online discussion (RoP 62*bis*) and/or after the online discussion, at the time the motions are submitted to the electronic vote (RoP 62*quinto*) e.g. by explaining what the issues are that could not be solved during the online discussion and that require continued debate during the Members' Assembly.
6. Monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, and provide guidance to facilitators empowering them to raise issues of poor quality of motions and actively work with Members to solve them before the end of the electronic discussion.
7. Oversee the online discussion on motions in advance of the Congress, providing guidance and direction, and assistance, to ensure that facilitators are designated and receive adequate training and guidance in the spirit of IUCN's 'One Programme approach' and fully understand the intent and requirements of the IUCN Statutes, Rules of Procedure and Regulations pertaining to motions.
8. Provide clear guidance to the facilitators of the online discussion with a view to alerting Members to issues of alignment with the IUCN Programme, or alert Members directly to such issues during the online discussion, e.g. at the beginning of the 2<sup>nd</sup> reading.
9. Encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows its adequate engagement with and invitation to State Members.
10. Monitor the electronic discussion and assist / guide the facilitators to proactively build a consensus during the online discussion, thereby reducing as much as possible the application of RoP 62*quinto* (b), i.e. the referral to the Members' Assembly of motions that led to such divergent proposed amendments that it was not possible to submit them to the electronic vote prior to Congress.
11. Prepare the motions, as amended during the online discussion or together with proposed amendments, for an electronic vote in accordance with Rule 62*quinto* explaining as clearly as possible in the Guidance for IUCN Members on electronic voting the way of voting on amendments.

12. Prepare the motions that require continued discussion during the Members' Assembly, for hand-over to the Resolutions Committee of the Congress with any advice and background, as appropriate, including motions which, in the view of the Motions Working Group, are controversial and consensus would be beneficial for conservation, and so may have to be referred to the next Congress (Regulation 62<sup>quinto</sup> as revised).
13. Formally transmit to the Congress 1) the motions approved during the electronic vote in order for the Congress to 'record *en bloc* the adoption' of these motions, and 2) the motions that require continued debate and vote during the Members' Assembly.
14. Prepare the urgent and new motions submitted from one week prior to the opening of the Congress for the consideration of the Congress Resolutions Committee as soon as it will have been established, with a view to enabling the Committee to timely distribute the motions that it will have admitted.
15. Make recommendations to the next Council for improving the Working Group's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

## Process for the appointment of the members of the MWG

Extract from document GCC19/1, as revised by the Bureau at its 76<sup>th</sup> meeting

7. **Five (5) to seven (7) members of the MWG will be appointed from among the members of the IUCN Council** according to the following process which is based on the process adopted in 2015 (decision C/85/12):

7.1 Members of the MWG must be aware of the importance of the motions process and make the commitment to reserve significant time between September 2019 and June 2020 to effectively discharge their duties through email exchange, remote meetings and at least one physical meeting of at least 5 working days (tentative date: 9 to 15 October 2019).

In case the diversity of time zones of the members of the MWG is high, it may mean that telephone meetings are scheduled at inconvenient hours. As a result of Rule 20, the members of the Motions Working Group must also make the commitment to attend the 2020 Congress to be held in Marseille 11 to 19 June 2020.

7.2 The process for the appointment of members of the Motions Working Group from among the Council members should be as follows:

- a. The Bureau appoints the Council members to become members of the Motions Working Group on the recommendation of the Vice-Presidents acting as Nominating Committee, taking into account the expressions of interest and the following criteria:
  - Expressed interest in serving on the Working Group
  - Good knowledge of IUCN and previous Congress(es)
  - Good knowledge of IUCN's Programme and policies
  - Representation of IUCN Commissions
  - Not personally involved with the motions process as proponent or sponsor of motions
  - Regional balance
  - Gender balance
  - Including first and second term Councillors.
- b. Following Council's endorsement, at its 96<sup>th</sup> meeting, of the Bureau decision approving the ToR of the Motions Working Group, Council members send their expressions of interest indicating the role they can play within the Motions Working Group and their time availability, to *[name of a Vice-President]* by 6 April 2019. The Vice-Presidents will subsequently make a recommendation to the Bureau as expeditiously as possible. The Bureau will appoint the members of the Motions Working Group.

8. **Three (3) individuals who will be appointed by Council in their expert, personal capacity** to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions:

- a. The Bureau makes the appointment before 1 August 2019 taking into account the following criteria:
  - i. Good knowledge of IUCN and previous Congress(es);
  - ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government and I/NGO Members and/or Commissions;

- iii. One State/Government Member, one I/NGO Member, one Commission Member.
- b. The Bureau shall consult the Councillors who are members of the Motions Working Group before taking a decision.
- c. The Director General will send a call for nominations/expressions of interest to all IUCN Members and the Steering Committees of the 6 IUCN Commissions before 15 May 2019, inviting nominations/expressions of interest by 31 June 2019 at the latest.

**76<sup>th</sup> Meeting of the Bureau of the IUCN Council**  
 Meeting in person at IUCN Headquarters in Gland  
 on Tuesday 26 March 2019 from 09:30 to 18:00 (Room: Red List A)

**Agenda (approved)**

Time	Agenda Items
9:30-9:40	<p><b>Item 1: President's opening remarks and approval of the agenda</b></p> <p><i>Document B/76/1 (the present document)</i></p>
9:40-9:50	<p><b>Item 2: Status of the follow-up to the outcomes of previous Council and Bureau meetings</b></p> <p><i><a href="#">Document B/76/2</a> with the "Progress tracker" of follow-up to outcomes of Council and Bureau meetings. Any particular follow-up item that would need discussion / decision of the Bureau may be added to the agenda of the 76<sup>th</sup> Bureau meeting:</i></p> <ol style="list-style-type: none"> <li><i>i. The appointment of the members of the Congress Preparatory Committee (CPC);</i></li> <li><i>ii. The fact finding mission established by the FAC in October 2018; and</i></li> <li><i>iii. The SGA Report (External Review of IUCN's Governance).</i></li> </ol>
9:50-10:50	<p><b>Item 3: Financial outcome for 2018, outlook for 2019, risks and challenges</b></p> <ul style="list-style-type: none"> <li><i>• Report by CFO</i></li> <li><i>• Comments by the Chair of FAC and the Treasurer</i></li> <li><i>• Discussion</i></li> </ul>
10:50-12:30 and 14:00-15:00	<p><b>Item 4: Secretariat Transitional Leadership Arrangement (C96 Agenda Item 4.2)</b></p> <p><i>Recommendations from the Succession Planning Committee, including</i></p> <ul style="list-style-type: none"> <li><i>• Terms of Reference of the Succession Planning Committee (<a href="#">document B/76/4/1</a>)</i></li> <li><i>• Matters related to the Terms of Reference of the DG</i></li> <li><i>• Key steps and timeline for transitional leadership arrangements and the recruitment of a successor to Inger Andersen</i></li> <li><i>• Necessary interim arrangements following the appointment of DG Inger Andersen as ED of UNEP</i></li> <li><i>• The estimated cost of transitional leadership arrangements and the recruitment process</i></li> </ul>
15:00-15:15	<p><b>Item 5: Appointment of members of Steering Committees of IUCN Commissions</b></p> <p><i><a href="#">Document B/76/5</a> presents proposals from the Chairs of CEC and CEESP.</i></p>
15:15-15:45	<p><b>Item 6: Establishment of the Council's Motions Working Group</b></p> <p><i>In accordance with <a href="#">decision C/95/2</a> the Governance and Constituency Committee will recommend to the Bureau for approval the ToR of the Motions Working Group and a process for appointing its members. <a href="#">Document B/76/6</a> presents the recommendations of the GCC.</i></p>
15:45-16:30	<p><b>Item 7: Preparations for the 96<sup>th</sup> Council meeting</b></p> <p>7.1 <u>Areas for improving IUCN's Governance</u> (C96 Agenda Item C/96/GCC19/1.1)</p> <p><i>Progress report of the working group established by the 69<sup>th</sup> Bureau meeting (May 2017) to identify areas for improvement of IUCN's Governance, including amendments to the Statutes, Rules and Regulations:</i></p> <ol style="list-style-type: none"> <li><i>a) Update on status of the follow-up to the actions listed in the Table endorsed by C/94/5 (An update version of the Table, see <a href="#">Council document C/96/GCC20/1.1</a>);</i></li> <li><i>b) Any additional issues which the working group or the Bureau may wish to add to the Table.</i></li> </ol>
16:30-17:00	<p>7.2 <u>Status of "Strategic Priorities for Council 2017-20"</u> (C96 Agenda Item 4.5)</p> <p><i>Follow-up to <a href="#">decision C/95/6</a>.</i></p>
17:00-17:10	<p><b>Item 8: Any other business</b></p>

## 76<sup>th</sup> Meeting of the Bureau of the IUCN Council

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on Tuesday 26 March 2019 from 09:30 to 18:00 (Room: Red List A)

### Draft Agenda

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## Follow-up to the Council and Bureau meetings held since the 2016 Congress – Progress tracker - status 24 March 2019

[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:

### References:

2016 Congress follow-up	WCC-2016-Res-... = 2016 Congress Resolution C92 = 92 <sup>nd</sup> meeting of the Council (8-9 February 2017) B69 = 69 <sup>th</sup> meeting of the Bureau (15-16 May 2017) B70 = 70 <sup>th</sup> meeting of the Bureau (6 June 2017) B71 = 71 <sup>st</sup> meeting of the Bureau (29-30 August 2017) B72 = 72 <sup>nd</sup> meeting of the Bureau (8 November 2017) B73 = 73 <sup>rd</sup> meeting of the Bureau (18 November 2017) C93 = 93 <sup>rd</sup> meeting of the Council (19-21 November 2017) B74 = 74 <sup>th</sup> meeting of the Bureau (28 April 2018) C94 = 94 <sup>th</sup> meeting of the Council (30 April-2 May 2018) B75 = 75 <sup>th</sup> meeting of the Bureau (5 October 2018) C95 = 95 <sup>th</sup> meeting of the Council (6-8 October 2019) B76 = 76 <sup>th</sup> meeting of the Bureau (26 March 2019) C76 = 96 <sup>th</sup> meeting of the Council (28-31 March 2019)
Strategic direction	
Oversight	
Fiduciary Responsibility	

	Decision (DEC) Summary Minutes (MIN)	Action required	Responsible	Status	Next step(s)
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	IN PROGRESS	On PPC agenda at C96
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	<b>IN PROGRESS</b> DEC C/93/20 Annex 11 (PPC report) PPC report to C95, p.7	
5	WCC-2016-Res-029	Council requests the Urban Task Force, in line with its Terms of Reference, to select members of the IUCN Urban Alliance Steering Group and to organize the inaugural meeting in early 2018 subject to availability of funding.	PPC's Urban Task Force	IN PROGRESS	

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	IN PROGRESS DEC C/93/20 Annex 11 (PPC report)	Draft Policy to PPC in 2019
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	IN PROGRESS PPC recommends WCPA to follow this up: C/92/8 Annex 7 (PPC Report p.4)	Confirmation from WCPA that they will take responsibility for follow-up
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	IN PROGRESS No PPC action until assessment available: C/92/8 Annex 7 (PPC Report p.4); DEC C/93/20 Annex 11 (PPC report)	Progress report on agenda PPC at C96
13	MIN B/69 p.1-2 MIN B73 p.4 MIN C93 p.7	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.	Bureau WG and Bureau	IN PROGRESS	On agenda of B76 and of GCC at C96
44	MIN C93 p. 15  MIN B75, p.5	Mention was made that there may be a need to revisit the bylaws of the bodies and components of IUCN, including Council, in order to <b>ensure gender balance</b> . The Bureau agreed to include "Developing a comprehensive gender approach at IUCN"			
37	MIN B/71 p.7	Bureau members requested the Secretariat to facilitate Council members' broader <b>access to the Union Portal</b> 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 <b>legal opinion</b> on the rules regarding access to the Portal,	Secretariat  Legal Adviser	IN PROGRESS  <b>COMPLETED</b>	Pending the discussion of the report of the External review of IUCN's Governance, on GGC agenda at C96

	MIN B73 p.6  MIN B74 p.	including the information that is protected under applicable law such as e.g. staff records. Bureau members requested the Secretary to Council, in consultation with Bureau members, to brainstorm about the concrete content that Council members need to access and subsequently work with the relevant Secretariat team in order to provide Councillors' access to this content. Pending the discussion in Council of the findings of the external review of IUCN's governance regarding the information required by Council to enable it to effectively exercise its oversight and strategic direction roles, the examination of Councillors' access to the Union Portal, discussed at the 73rd Bureau meeting (B73), was suspended.	Secretary to Council	(Note distributed on 16 Nov 2017) IN PROGRESS  ON HOLD	
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		FAC to take up when reviewing the Investment Policy
46	DEC C/93/20 Annex 12 (FAC report)  DEC C/94/22 FAC Report p.9	FAC asked the Secretariat to review and update the <b>Investment policy</b> once a new treasurer is on board and present it for review at the next meeting of the FAC in April - May 2018. The FAC decided to form a sub-committee comprised of the FAC Chair, the two Co-Chairs, the Treasurer and CFO to review the investment policy and present a revised draft policy to next FAC meeting in October 2018 for approval. A decision would then be taken on whether the mandate given to IUCN's investment managers should be adapted.			
24	DEC C/92/8 Annex 7 (PPC Report p.4) MIN C/92 p.7  DEC C/93/7	<b>Council Global Focal Persons:</b> 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, pending approval of amendment to Reg 45bis	1. IN PROGRESS PPC Chair's update: MIN B/69 p.5-6 2. COMPLETED 3. COMPLETED	

		3. Council appoints Peter Cochrane as the IUCN <b>Council Global Oceans Focal Person</b> and tasks him with the development of draft terms of reference for the position, to be decided by PPC.			
25	MIN B/71 p.8	A short discussion followed on the <b>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</b> , 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.	GCC Chair		Pending response from the Chair GCC
28	DEC C/92/14	FAC and GCC prepare <b>membership dues</b> 2021-24 in time for submission to 2020 WCC	FAC & GCC	IN PROGRESS	Progress of joint task force FAC/GCC on agenda at C96
29	DEC C/92/8 Annex 9 (GCC Report p.8) MIN C/92 p.3  DEC C/93/12 MIN C93 p.12	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> . Council requests the Director General to ensure that the membership strategy includes recruitment of new Members from geographies where Members are currently under-represented.	Secretariat  Secretariat	IN PROGRESS	On GCC agenda at C96
38	MIN B73 p.2	<b>Process for the appointment of the IUCN Treasurer</b> Bureau members suggested that the Bureau working group identifying governance reforms also consider formalizing this approval procedure in the Statutes/Regulations, as well as the lacunae in the process for filling the vacancy of Treasurer.	Bureau WG	IN PROGRESS Part of the Table of governance improvements to be prepared by GCC by end 2019	GCC prepares proposal by C97 (Oct2019)
39	MIN B73 p.3	Bureau members also suggested that the <b>Reserves Policy</b> be reviewed with a view to enable Council to decide in each case whether certain surpluses such as the CHF 1.6 m surplus realized from the 2016 Congress should be accounted for in one particular fiscal year, as happened in 2016, or spread over several years, or whether they should be used for	FAC		Reserves Policy to be reviewed by FAC at C97

	MIN B74 p.1	specific purposes such as IUCN membership development. Also the Reserves Policy would be prepared for review by FAC at C94.			
42	DEC C/93/16	Council requests the Secretariat to further study the potential for recruiting new Members amongst zoos, aquaria, botanical gardens, universities and museums through the <b>creation of a new dues group</b> and present this at the 94 <sup>th</sup> Council meeting in May 2018.	Secretariat	IN PROGRESS	To be taken up by the FAC/GCC task force on dues
43	DEC C/93/18	Council requests the GCC to review the status and role, including the voting rights, of <b>Commissions within the National and Regional Committees.</b>	GCC	IN PROGRESS	Progress on agenda GCC at C96 as part of improvements of IUCN's governance
49	MIN B74 p. 1	Add to Progress Tracker "more action on behalf of <b>environmental defenders</b> as an issue of on-going concern".			
51	MIN C94 p. 16	Jennifer Mohamed-Katerere continued by stating that there were two elements raised in the Council meeting on 1 May that needed to be included in the Table for future consideration of the Working Group, but emphasised that they were not for consideration at this meeting: (1) to <b>review / clarify the term of Councillors in conjunction with the periodicity of Congress</b> , and (2) <b>strengthen the process for selecting the date and venue of future World Congresses</b> by engaging a member of Council at an early stage of the evaluation process.	Bureau WG, cf. line 13 above.		
52	MIN C94 p. 17	Another Council member requested that at some point in the future, <b>the process for bringing documents and proposals to/from the Bureau, its Working Groups, Council and Council Committees be clarified</b> and documented, in particular if it concerns statutory reform which belongs to the mandate of the GCC. If Regulation 45bis was approved at this Council meeting, this should not be considered to set a precedent for future documents. [...]The Legal Adviser offered to provide a legal opinion to Council on this procedural issue.	Legal Adviser		

55	DEC C/95/2	Bureau, on recommendation of GCC, approves ToR of: a. Congress Finance and Audit Committee b. Council's Motions Working Group c. Council's Nominations Committee d. Congress Governance Committee e. Congress Programme Committee f. Congress Resolutions Committee g. Congress Procedural Adviser	GCC Bureau	a. C97 b. C96 c. C97 d. C97 e. C97 f. C97 g. C97	On agenda B76
56	DEC C/95/12	1. Possible modification of the term " <b>Regional Councillor</b> " 2. Procedure to <b>harmonize the nominations process across all Commissions</b> 3. Clarification of the <b>process for the renewal of the membership of the Commissions</b> 4. Clarification of the <b>role of the IUCN Commissions in National and Regional Committees</b> 5. Possible <b>solutions to avoid that some constituencies are excluded</b> 6. Clarification of the <b>procedures for electronic votes</b> 7. Study of the <b>implications of harmonisation of operational and Statutory Regions</b> 8. Set up WG to study feasibility of establishing an <b>elected Indigenous Council position</b>	GCC Council	1. By C98 2. By C96 3. By C96 4. By C96 5. By C98 COMPLETED 7. By C97 8. By C96	On agenda GCC at C96
57	DEC C/95/20	<u>Requests</u> Council members to return the <b>Conflict of Interest Disclosure Form</b> duly filled out and signed by 30 November 2018. The Vice-Presidents acting as Ethics Committee have been informed that, despite reminders, seven (7) Council members have not returned the form.		30 Nov 2018	
58	DEC C/95/21	<b>Regarding the membership of the 2020 Congress Preparatory Committee (CPC) [...]</b> <u>Requests</u> the Bureau to appoint the members of the CPC on the proposal of the Vice-Presidents.	Bureau/Council	Council vote by email opened 22.03, closed 25.03	

**Addendum: COMPLETED ACTIONS**

2	WCC-2016-Res-002	Council to <b>recognize a Global Group for National and Regional Committee Development</b>	Council	<b>COMPLETED</b> DEC C/92/11	
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	<b>COMPLETED</b>	
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	<b>COMPLETED</b> DEC PPC/41/4 (24 Aug 2017)	
6	WCC-2016-Res-030	Council actions required under WCC-2016-Res-030 <b>"Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas"</b>	PPC	<b>COMPLETED</b> DEC C/93/20 Annex 11 (PPC report)	Regular updates in PPC
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	<b>COMPLETED</b> DEC PPC/41/2 (24 Aug 2017)	
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 <b>"Affirmation of the role of indigenous cultures in global conservation efforts"</b>	Chair CEESP (PPC focal point for Res-075) and Secretariat	<b>COMPLETED</b>	Regular updates to PPC

<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)

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>	1. GCC with its Task Force to update the motions process 2. Council	COMPLETED	On GCC agenda at C95
14	<p>MIN C/92 p.12</p> <p>MIN B/69 p.8</p> <p>MIN B/71 p.4-5</p> <p>MIN B73 p. 3-4 MIN C93 p. 6-7</p>	<p><b>Council's strategic objectives and priorities 2017-20:</b></p> <p>"[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 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."</p> <p>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.</p> <p>The President requested the Secretariat to coordinate the inputs from Bureau members, Commissions and Secretariat and to prepare a revised draft [<i>of the value proposition</i>] 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 <b>objectives and priorities of Council for 2017-20</b>.</p> <p>[The President] concurred with the suggestion to <b>establish a Council working group</b> tasked with identifying objectives / priorities and bring them to</p>	<p>Bureau / Council</p> <p>Peter Cochrane</p> <p>DG</p> <p>Peter Cochrane</p> <p>President</p>	<p>COMPLETED C/95/6</p> <p><b>COMPLETED</b> MIN B71</p> <p><b>COMPLETED</b> MIN B73 p.3-4</p> <p><b>COMPLETED</b> MIN B73 p.3-4</p>	

	MIN C94 p. 13-15	<p>the Bureau and then to Council. The <u>President</u> will consult with the four Vice-Presidents and the Chairs of the three standing committees in order to establish the working group. The <u>President</u> also thanked Peter Cochrane for his work on IUCN's value proposition which he undertook in follow-up to the February Council. [Cf. document C/93/4.2/2]</p> <p>This was discussed in the Bureau on 18 November 2017. The <u>President</u> informed that Peter Cochrane would circulate a revised version of the value proposition for Council's consideration when discussing the Council's objectives and priorities 2017-20.</p> <p>The <u>President</u> suggested establishing a small working group, and invited Peter Cochrane to chair it. The working group should be composed of the three pillars, Council, the Secretariat and the Commissions, and should have geographical, gender and thematic (financial, programme, law, governance) balance. He called for an indication of who might be willing to participate, confirming that the decision will be made after the Council meeting.</p>	Peter Cochrane	<b>COMPLETED</b>	
15	MIN C/92 p.14	<p>"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."</p>	President	REMOVED	
16	MIN B/69 p.3	<p>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</p>	Ayman Rabi, chair of liaison group	<b>COMPLETED</b> MIN B/71	

	MIN B71 p.6	<p>required, composing a draft formal decision for Council. The IUCN President requested Ayman Rabi to chair the group.</p> <p>The President invited the Chair of the FAC to present the results of the finance liaison group after explaining that during its <i>in camera</i> 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.</p>			
17	MIN B/69 p.5 MIN B/71 p.11	<p>After a detailed discussion of the organizational 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.</p>	Ali Kaka, Chair HR liaison group	COMPLETED Min B71	
18	MIN B/69 p.5	<p>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.</p>	Secretariat	COMPLETED DEC C/93/20 Annex 12 (FAC report)	
20	MIN C/92 p.4-5	<p>Confirm and record any changes in the <b>membership of the Council committees</b> occurring following the adoption of decision C/92/3</p>	Bureau	<b>COMPLETED</b> MIN B/69 p.2	

21	DEC C/90/8 <sup>2</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 Chair 2. PPC	<b>COMPLETED</b> DEC PPC/41/3 (24 Aug 2017)	
22	DEC C/92/8 Annex 7 (PPC Report p.4)	Secretariat update on IUCN's engagement on <b>food systems</b>	Secretariat	COMPLETED DEC C/93/20 Annex 11 (PPC report)	
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	COMPLETED  DEC C/93/20 Annex 11 (PPC report) PPC report at C94, p.5-6	
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	IRRELEVANT Given DEC C/93/7	
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/Secretariat 2. FAC 3. Bureau	<b>COMPLETED</b> DEC B/70/4	
27	DEC C/93/11 MIN C93 p.11-12	<b>Membership admission:</b>  <u>Recommends</u> the admission of the <b>International Fund for Animal Welfare</b> – IFAW, USA; and <u>Submits</u> the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote by electronic vote;  <u>Defers</u> the admission of <b>Exploralis</b> , Tunisia; and	Secretariat/ Legal Adviser	<b>COMPLETED</b>          <b>COMPLETED</b>	

<sup>2</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).

		<p><u>Requests</u> the Secretariat to seek additional clarification from this organisation regarding their statutes and their objectives and from Members in Tunisia;</p> <p><u>Defers</u> the admission of <b>Tajjijn (AITA) Foundation</b>, China; and</p> <p><u>Requests</u> the Secretariat to seek additional clarification from the IUCN China Country Office and the IUCN Asia Regional Office with respect to Article 7 of the IUCN Statutes.</p>	Secretariat/GCC/Council	DEC B/V (23 Feb 2018)	
30	<p>DEC C/92/8 Annex 9 (GCC Report p.3)</p> <p>MIN B71 p.9</p> <p>MIN B73 p.6</p> <p>MIN C93 p.17</p>	<p><b>Council Handbook:</b> GCC to make recommendation to Council regarding the three performance tools to be annexed to the <b>Council Handbook</b>.</p> <p>1. 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 <b>Performance Commitment</b> tool and the <b>Conflict of Interest Disclosure Form</b> 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. Malik Amin Aslam Khan, Vice-President, Chair of the Ethics Committee, reported that the Ethics Committee had developed the <b>Conflict of Interest Disclosure Form</b> which Council members will be required to sign / submit on an annual basis. He suggested that the GCC consider merging the Form with the Performance Commitment for Council members, as the Bureau requested at its 71<sup>st</sup> meeting. When the result of GCC's work will be available, the Form as well as the amendment to the Code of Conduct for Council members can be approved by the Bureau or the Council. The Bureau agreed to proceed accordingly. "The Bureau has requested GCC to look into consolidating the Conflict of Interest Declaration</p>	GCC	1. GCC and Ethics Committee	<b>COMPLETED</b>

	<p>MIN B72 p.1</p> <p>MIN B73 p. 6</p> <p>MIN B/71 p.9</p> <p>MIN B/71 p.9</p>	<p>Form and the Performance Commitment for Council members so there are fewer forms to sign. Given the modifications to come, the President, with agreement from the four Vice-Presidents, suggested that Council <b>approval of the Handbook and the amendments to the Code of Conduct</b> be deferred until further work by the GCC had taken place.”</p> <p>A member of the Bureau shared two comments on the Ethics Committee’s proposal of a Conflict of Interest Disclosure Form: 1) in addition to business transactions, the Form should also, and explicitly, refer to consultancy activities, and 2) the Form does not provide the time period for which interests have to be disclosed: the Form will only state what is to be disclosed at the time of submitting the Form. The President invited Bureau members to share any comments with the Chair of the Ethics Committee and the Secretary to Council in advance of the 73rd Bureau meeting.</p> <p>A question of a Bureau member to clarify the scope of the term “business transaction” which seemed to be defined in a very broad manner, was referred to the Ethics Committee.</p> <p><b>2. IUCN Councillor Activity Report:</b> <i>[The President]</i> 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.</p> <p><b>3. Self-Assessment:</b> 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.</p>	<p>2. GCC re Activity Report and FAC for Councillors’ travel budget (cf. line 40 below)</p> <p>3. GCC</p>		
31	MIN C/92 p.13	<p>1. Proposals for <b>additional appointments for the Commission steering committees</b> which the</p>	<p>1. Chairs WCEL, CEC and CEESP</p> <p>2. Bureau</p>	<b>COMPLETED</b> for CEC and CEESP	

		Chairs of WCEL, CEC and CEESP announced during the 92 <sup>nd</sup> meeting. 2. Bureau takes the decision		DEC B/I (2 Oct 2017)	
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	<b>COMPLETED</b> DEC B/II (2 Oct 2017)	Dates for Council meetings in 2019 and 2020 to be proposed when date for WCC 2020 is known
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 be sent in the name of the Bureau	Secretary to Council	<b>COMPLETED</b> Letter sent on 13 June 2017	
34	MIN B70 p.2 MIN B71 p.1	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. The <u>IUCN President</u> suggested that the Chair of the Ethics Committee and the Director General discuss the Ethics Committee's recommendation regarding the IUCN World Heritage Panel prior to the next Bureau meeting.	a) Bureau b) Council  Chair EC / DG	REDUNDANT because removed from the Council Handbook approved by Council C94	
34	MIN B/70 p.2	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.	Director General	<b>COMPLETED</b> Legal Opinion by the Legal Adviser 25 August 2017	
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	<b>COMPLETED</b> Legal Adviser's message to the President on 8 June 2017	
36	MIN B/71 p.6	<b>Celebrating IUCN at 70:</b> The DG looked forward to updating the presentation with the Bureau's inputs and to present it to the Council.	DG	<b>COMPLETED</b> MIN C93, p. 7-8	
36	MIN B/71 p.3	In response to the question how the CHF 5 m reduced income IUCN faced at the outset of the <b>change process</b> is being achieved, the DG explained that she will prepare an overview of the	Director General	COMPLETED DG Report at C93	

		complex set of elements which allow IUCN to accommodate the reduction in income for the November Council.			
40	DEC C/93/5 MIN C93 p.9-10  MIN C93 p.10	Council <u>requests</u> that in the event that Council or its Bureau, after consideration of the report to be prepared by the FAC subcommittee within 60 days, agrees to the principle of <b>allocation of a budget line for Councillors' travel</b> , the Director General accommodates this request in the 2018 Budget to the extent possible. It was suggested to incorporate this issue also in the <b>Performance Commitment</b> for IUCN Councillors that was under consideration in Council.	FAC  GCC (if/when decision on budget is taken)	<b>COMPLETED</b>	
41	DEC C/93/13 MIN C93 p.13 Min B74 p. 2	Council recommends the Director General to identify opportunities to continue <b>engaging Regional Councillors</b> in high level events to enable them to more effectively engage in <b>membership development</b> .	Secretariat	COMPLETED	
41	DEC C/93/15	Council requests the Secretariat to undertake a <b>review of current INGOs</b> and make the necessary changes to the membership data base.	Secretariat	COMPLETED GGC Report to C95, section 2.9	
45	MIN C93 p. 16	The President informed that he would consult with the Vice-Presidents in order to finalize, through the Bureau, the process of establishing <b>task forces and focal points</b> such as the Gender Focal Point and bring the results to Council for approval at the next meeting.	President	COMPLETED C/95/2	
47	DEC C/93/20 Annex 12 (FAC report)	The FAC asked PwC to establish a process to take stock of the financial situation at the time of the Treasurer's departure in September, to consider any associated risks and include this as part of the annual audit process.		<b>COMPLETED</b> PwC Interim Management Letter to FAC 22 Jan 2018	
48	DEC C/93/20 Annex 12 (FAC report)	The FAC took note of the report from the Global Director – Human Resources and looked forward to receiving a draft of the <b>revised Staff Rules</b> at its next meeting in April 2018.	Secretariat/FAC	COMPLETED C/95/10	
50	MIN C94 p.7	Given that the Congress seldom meets prior to August and that, normally, the term between two Congresses is four years, the President also proposed that this Council term ends officially in September 2020, allowing for a transitional period in	Legal Adviser	COMPLETED Legal opinion transmitted to Council 1 October 2018	

		which the current Council would work together with the newly elected Council, leaving it to the Legal Adviser and Councillors with experience in Congress and Councillors with a legal background, of how to work it out.			
53	DEC C/94/11	Council requested the Director General to include provision in the IUCN Budget starting from 2019 for Councillors' travel.	DG	COMPLETED C/95/7	
54	MIN C94 p. 23	The approval of the Conflict of interest declaration form was deferred to the next Council meeting following a procedural discussion whether it could be discussed during C94 under "Any other business".	Ethics Committee of Council	COMPLETED C/95/20	

Prepared by Luc De Wever, Secretary to Council



# Financial outcome for 2018, outlook for 2019, risks and challenges

Bureau, Item 3  
26 March 2019

## 2018 results

- Deficit of CHF 1.5m
- Main causes:
- Loss on investments of CHF 0.4m.
  - Unrealised losses
  - CHF 0.3m has reversed in the first 2 months of 2019.
- Project expenditure 24% below budget.
  - Resulting in reduced recovery of institutional costs and overheads through the project portfolio
  - Consequently, a higher proportion of these costs had to be borne by the core budget
- Exceptional costs of CHF 0.8m related to the Regional Office for West Asia
  - Project write offs and provisions: CHF 0.6m
  - Reorganizational costs: CHF 0.2m

## 2018 results: core income and expenditure

CHF m	Core Income & Expenditure			
	2018 Actual	2018 Budget	2018 Variance	2017 Actual
Membership dues	12.8	12.0	0.8	11.7
Framework income	11.2	11.3	(0.1)	12.5
Other income	6.5	6.3	0.2	5.7
<b>Total income</b>	<b>30.5</b>	<b>29.6</b>	<b>0.9</b>	<b>30.0</b>
Cost recovery from projects	36.2	40.1	(3.9)	37.4
Operating expenditure	(65.6)	(68.3)	2.7	(65.0)
Exceptional costs	0.0	0.0	0.0	(0.5)
<b>Operating surplus</b>	<b>1.1</b>	<b>1.4</b>	<b>(0.3)</b>	<b>1.9</b>
Other income and expenditure	(2.0)	(1.1)	(0.9)	(0.8)
<b>Net surplus / (deficit)</b>	<b>(0.9)</b>	<b>0.3</b>	<b>(1.2)</b>	<b>1.1</b>
Transfer to designated reserves	(0.6)	(0.3)	(0.3)	(1.2)
<b>Result after reserve adjustments</b>	<b>(1.5)</b>	<b>0.0</b>	<b>(1.5)</b>	<b>(0.1)</b>

## 2018 results: project income and expenditure

CHF m	Project Income & Expenditure			
	2018 Actual	2018 Budget	2018 Variance	2017 Actual
Project income	93.1	122.7	(29.6)	95.1
Other income	0.3	0.0	0.3	0.3
<b>Total income</b>	<b>93.5</b>	<b>122.7</b>	<b>(29.2)</b>	<b>95.4</b>
Cost recovery from projects	(36.2)	(40.1)	3.9	(37.4)
Operating expenditure	(57.7)	(82.6)	24.9	(59.2)
<b>Operating surplus / (deficit)</b>	<b>(0.4)</b>	<b>0.0</b>	<b>(0.4)</b>	<b>(1.1)</b>
Other income and expenditure	0.4	0.0	0.4	1.1
<b>Net surplus / (deficit)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

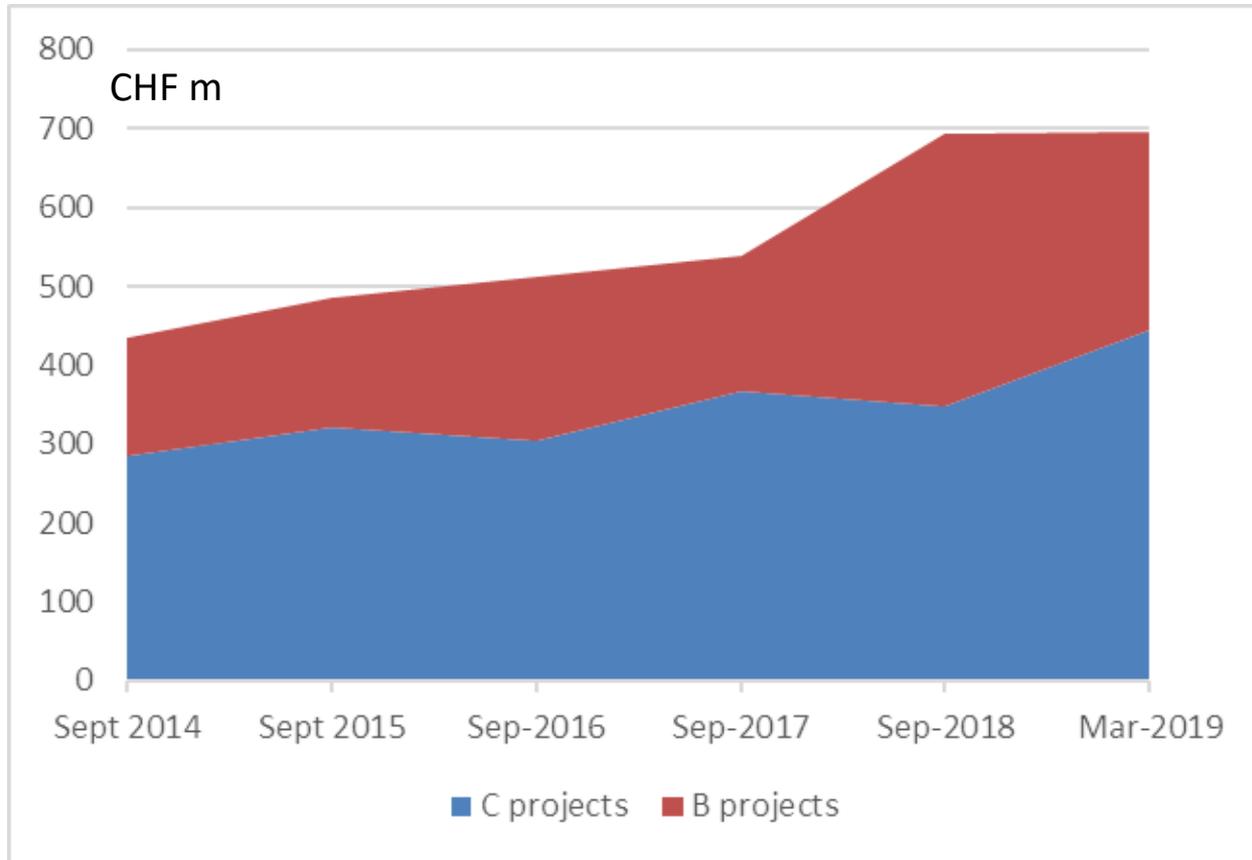
# Main drivers of low project implementation rate

- Project implementation rate was 24% below budget:

## **Main drivers:**

- Implementing partner delays (45%)
- Delays in conversion of project proposals into contracts (30%)
- Proposals not realised (15%)
- Lack of staff (10%)

# Portfolio value



# Outlook for 2019

	Budget	Comment
Membership dues	11.5	Low risk – could be exceeded
Framework income	11.3	Low risk – fully secured with the exception of the US (CHF 0.6m)
Other income	6.5	Low risk – with the exception of Patrons (CHF 0.4m: new patrons budgeted)
Staff cost recovery	31.5	Low risk – staffing levels are aligned with project requirements
Indirect cost recovery	7.0	Medium risk
Project income and expenditure	124.5	Medium risk – 33% increase on 2018

## Succession Planning Committee

### Terms of Reference

(Draft proposed by the Succession Planning Committee for the Bureau's approval and Council's endorsement)

#### Background

1. With the application of the DG for the ED of the UNEP, later-on formally appointed as the ED of the UNEP and approved by the UNGA on 20 February 2019, the Bureau, after a thorough discussion in the meeting among the IUCN President and Vice-Presidents, agreed unanimously to establish a Succession Planning Committee.<sup>1</sup>

#### Objective

2. The Succession Planning Committee is established as a standard practice in similar international organizations and is part of good and prudent governance. The Succession Planning Committee will consult with and make proposals to the Bureau and Council for transitional leadership arrangements as well as global search and recruitment of the new DG.

#### Functions

4. The Succession Planning Committee will make recommendations to the Bureau – for discussion, review and approval proposal starting at its 76<sup>th</sup> meeting to be held in Gland on 26 March 2019 - including:

4.1 Necessary transitional secretariat leadership arrangements following the appointment of DG Inger Andersen as ED of UNEP;

4.2 Matters related to the Terms of Reference of the DG;

4.3 Key steps and timeline for transitional secretariat leadership arrangements and the recruitment of the new DG. ‘

4.4 The estimated cost of transitional secretariat leadership arrangements and the recruitment process.

4.5 Other matters related to succession planning, transitional arrangements and recruitment of new DG.

5. The Succession Planning Committee will consult members of the Council, and of the Commissions and of the Secretariat as appropriate.

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<sup>1</sup> The first Succession Planning Committee (SPC) meeting realized that it would be customary to develop the ToRs of the Committee, which would need more time, information and secretariat services, thus risking the spread of the information. In order to deal with this urgent situation, to start necessary preparations and meanwhile to respect DG Inger Anderson's own wishes not to inform all the Council members and to avoid any adverse impact on her application, the SPC meeting acknowledged the importance of having a succession plan, failing to do which could imply that IUCN was not at all prepared to handle this type of situation for the members of IUCN, international community and donors. In light of this, it was agreed that the ToRs had to be developed later and would be submitted to the Council for validation after DG Inger Anderson is officially approved by the UNGA as the ED of the UNEP, as planned.

### **Modus Operandi**

6. The members of the Succession Planning Committee will implement their work primarily via email and conference calls and carry out any face-to-face meetings when needed.

7. The Succession Planning Committee will report to the Bureau, after which the Bureau will report to the Council.

### **Duration**

8. The Succession Planning Committee will perform its mandate during the process of setting up Secretariat transitional leadership arrangements and the recruitment of new DG and will in principle terminate its mandate until a new Director General reports to duty, unless decided otherwise by the Bureau.

**From:** [chairman](#)  
**To:** [HORIE Masahiko \(private\)](#); [ANDERSEN Inger](#); [+IUCN Councillors 2016-2020](#)  
**Cc:** [DE WEVER Luc](#); [LAHMANN Enrique](#)  
**Subject:** Re: Message to IUCN Council from Inger Andersen  
**Date:** 19 February 2019 21:29:49

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Dear Council members,

I trust this finds you all well.

With regard to the letter received from Ms. Inger Andersen, Director General on 18 February, I am sure you are all happy and will join me in wishing her success for final confirmation of the post of UNEP Executive Director.

I also took note of her kind suggestions and preference with regard to possible transitional arrangements.

Also I would like to inform that, respecting her explicit request not to broadcast to 35 members of Council, I was awaiting the final approval by UNGA before officially communicating to the Council on the matter.

However, given the urgency of the matter I have already been in touch, and in active consultation with, the Bureau over possible transition issues. As a result, the Bureau decided unanimously to establish a succession planning committee, which has already started its deliberation and will officially start performing its duty as soon as the final result from UN is announced.

We will work closely with colleagues at the Council, Secretariat, Commissions and Union at large to ensure a smooth transition in a transparent and effective manner. In this regards, I count upon your continued support and active cooperation.

Best regards,

ZHANG Xinsheng

President

IUCN (International Union for Conservation of Nature)

[www.iucn.org](http://www.iucn.org)

----- Original -----

**From:** "Masahiko Horie";  
**Date:** Tue, Feb 19, 2019 06:41 AM  
**To:** "ANDERSEN Inger"; "+IUCN Councillors 2016-2020";  
**Cc:** "DE WEVER Luc"; "LAHMANN Enrique";  
**Subject:** Re: Message to IUCN Council from Inger Andersen

Dear Inger,

I was wondering when to congratulate you on the appointment as ED of UNEP.

Now I can do so in responding to your e-mail.

I feel very proud of you and wish you all the best at UNEP in Nairobi.

Looking forward to congratulating you in person in Gland!

Masahiko

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差出人: ANDERSEN Inger

送信日時: 2019年2月19日 6:22

宛先: +IUCN Councillors 2016-2020

CC: DE WEVER Luc; LAHMANN Enrique

件名: Message to IUCN Council from Inger Andersen

Dear Council members,

I first want to thank the many members of the Council who so kindly and generously reached out to me on learning of my nomination to the job of Executive Director of UNEP. I am deeply touched by your kindness. As you know, my 5-year IUCN contract will come to an end in about 10 months' time. It has been with pride that I have had the honour and pleasure to serve IUCN during this time. I am particularly proud that I will essentially be serving out my IUCN term save a few months.

As you may know, the nomination for my appointment has been submitted by the SG to UN General Assembly and a vote is scheduled for later this week, as best I understand. However, in view of the various emails going back and forth among Council members, I wanted to reach out to you now, in spite of the fact that the nomination is still not finalized.

Second term Council members will recall that it was in August 2014 that I had the pleasure of being offered the job as Director General in IUCN. You may also recall that the public announcement was issued in October 2014. And finally, you may recall that I took leave from my Vice President job at the World Bank in November of 2014, so that I was able to attend, -- while still a World Bank staff -- the World Park's Congress and the IUCN Council meeting in Australia. In considering the transition that I now need to undertake, I intend to do similarly, - i.e. take annual leave while attending UNEA, while ensuring an orderly close of my current responsibilities. Regarding UNEA, I have therefore asked Luther Anukur to lead the IUCN UNEA delegation in order to be prudent and appropriate.

However, as in any executive transition, what really matters is that the executive ensures a diligent, prudent and careful management of the transition and departure. In all my past departures from other jobs, I have been sure to close the door gently, prudently and carefully behind me, and I will of course do similarly here at IUCN. While my contract states that I have six months' notice period, and a similar notice period is in place for IUCN towards me, I suggest that I leave in three to four months' time, which, if managed properly, should allow for the recruitment process of the new DG to proceed and for the selection of a new DG candidate to be in hand, by the time I depart. I am confident that in the coming months, I can tidy up the loose ends, secure the donor base, sign on new and ensure to retain the current set of IUCN patrons, and generally ensure that I leave a strong, vibrant, effective and efficient set-up to my successor.

I have suggested to the President that the DG job announcement can be issued immediately. I have also suggested that the Executive Search firm that was used last time (SRI Executive Search and Strategy) could be used once more. All the more so, since the Secretariat has run a competitive procurement process for a pre-cleared executive search company (for searches we undertake at the senior management levels), and SRI won the competitive process and is, therefore, our pre-selected executive search company.

For your easy reference, I attach the 2014 DG job announcement, and while I expect that the Council may wish to review it, I think the current job description amply captures the extent of the job. I also attach for your easy reference the TOR that was used for the Search Committee. These TORs can be reviewed, if Council deems it necessary, although I would suggest that they also remain relevant. If, as I propose, in the meantime, the job announcement has been issued and the Executive Search company confirmed, the President, the Council and the Bureau can be reassured that the recruitment process is well underway and on solid ground by the time we have the pleasure to welcome you in Switzerland for the upcoming Council meeting.

I therefore strongly encourage that the IUCN HR team be given the go-ahead to place the job announcement, so that the DG recruitment process can be initiated. As stated, this placement can be done immediately and without delay after the few outdated numbers (membership, staff, country offices, etc) are updated in the DG vacancy announcement.

To all, I send my best wishes. I will look forward to welcoming everyone to Gland.

With kind wishes,

Inger

**Inger Andersen**

Director General

IUCN (International Union for Conservation of Nature)

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Follow me on: [http://twitter.com/andersen\\_inger](http://twitter.com/andersen_inger)

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**From:** [President - IUCN](#)  
**To:** [+2016-2020 Commissions Chairs](#); [AL DHAHERI Shaikha](#); [AMIN ASLAM Malik](#); [ANDERSEN Inger](#); [BAERLOCHER Norbert](#); [BATES Rick \(prof\)](#); [BATZIN Ramiro \(private\)](#); [BIGNELL Andrew](#); [CEREZO Marco](#); [COCHRANE Peter](#); [DAMHOUREYEH Said](#); [DANILINA Natalia \(prof\)](#); [DIALLO Mamadou](#); [DURIGAN Carlos](#); [EGGERMONT Hilde](#); [EGGERMONT Hilde \(prof\)](#); [GRUENBERGER Jenny \(gmail\)](#); [HAMZAH Amran \(private\)](#); [HORIE Masahiko \(private\)](#); [HOSEK Michael \(private\)](#); [HUGHES Jonathan](#); [INCHAUSTEGUI Sixto](#); [KAKA Ali](#); [MOHAMED-KATERERE Jennifer](#); [OSUNA Eriyo Jesca \(yahoo\)](#); [PATARIDZE Tamar](#); [RABI Ayman](#); [ROBINSON John](#); [SHAKYA Mangal Man](#); [SUCRE Lider](#); [SUH Youngbae](#); [TIRAA Anna Elizabeth](#); [WELIKALA Nihal](#); [WESTERBERG Jan Olov](#); [ZHANG Xincheng](#)  
**Subject:** Transition following DG Inger Andersen's appointment at UNEP  
**Date:** 07 March 2019 10:06:00  
**Attachments:** [image001.png](#)  
[Bureau Decision, Confidential Note and Information Letter.pdf](#)

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Dear Council members,

Following my email of February 19 with respect to the transition of the DG to UNEP, I wish to emphasize that I and other colleagues of Bureau have assigned a top priority to the succession process and will ensure it be done in an effective and transparent manner. Based on the consensus of the Bureau and the Succession Planning Committee (SPC), after DG Inger Andersen is officially approved by the UNGA as the ED of the UNEP, the Bureau will formally report to Council of this information and the Bureau Decision as planned. As events have moved very quickly, I thought it was time to give you a summary of what has been done in the past month.

On January 19, based on information and queries from some Councillors, I emailed Inger to ask whether the news I heard was correct about her application for the head of UNEP. The next day, I received Inger's reply that she was invited to apply and had gone through interviews, and she was expecting to hear the final result of that process in the coming week or so. I indicated to Inger that, considering the urgency of the matter, I would inform Bureau members and Vice-Presidents of this information. Inger replied that her UN application was still confidential and it would be highly inappropriate to send a broadcast email to 35 members of the IUCN Council. I replied her that both you and me can be transparent to the top leadership body and sent the information to the 4 VPs and the Bureau in a confidential form.

Bureau subsequently had an open and frank discussion on the matter. Bureau members all believed that IUCN was in a very urgent and uncertain situation. A majority of members proposed that despite being uncertain of the outcome of Inger's application, we should prepare for both scenarios, i.e., she receives an offer and leaves, or does not receive an offer and stays. However, a few members said that she might not leave even if she receives the offer from the UNEP. In order to deal with this urgent situation, to start necessary preparations and meanwhile to respect Inger's own wishes and to avoid any adverse impact on her application, the Bureau made an unanimous decision to establish the Succession Planning Committee (SPC), comprising the four VPs, and the Treasurer, chaired by the President.

The first SPC meeting was held and chaired by myself on January 30. The SPC members had a responsible and constructive discussion lasting for around 1h 40 minutes. Thanks to their strong sense of responsibility for the Union, the SPC reached a common understanding of the situation faced and agreed the key steps to be taken.

The first SPC meeting realized that it would be customary to develop the TORs of the Committee, which would need more time, information and secretariat services, thus risking the spread of the information. In light of this, it was agreed that the ToRs had to be developed later and submitted to the Council for validation as appropriate.

The SPC meeting also acknowledged the importance of having a succession plan, which is a standard practice in similar international organizations and is part of good and prudent governance. Failing to do so could imply that IUCN was not at all prepared to handle this type of situation for the members of IUCN, international community and donors. Therefore, to protect the interests of the Union, the SPC agreed to prepare a contingency plan and start working for interim management arrangements to ensure no gap in IUCN's operation, especially preparation for the forthcoming WCC and CBD events. I also want to thank all the Bureau members and 4 VPs for their respect and following my instructions to maintain the whole process confidential, also in line with Inger's request.

In line with those decisions, I will try to soon convene the second meeting of SPC that will review its draft ToRs and discuss relevant matters. Once we have the draft ToRs ready, we will send it to the Bureau and then to the Council for endorsement.

Taking the opportunity of this note, I wish to thank you all for understanding and cooperation on this very important work and count upon your continued support.

Please find attached of the Information Email, Confidential Note, and Bureau Decision, all of which are originally in confidential form. Once we finish the ToRs and relevant matters, I will write to you again.

**ZHANG Xinsheng**

**President**

IUCN (International Union for Conservation of Nature)

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The Bureau of the IUCN Council,

*Taking into Account* the possibility that Director General may leave IUCN very soon by accepting the invitation to apply for the position of Executive Director of UNEP.

*Considering* the Governing Body not being duly informed about this application beforehand, as well as the lack of Deputy, Vice or assistant Director General for four years.

*Acknowledging that* a succession committee is common international standard governance practice for large international organizations, which reflects responsible and prudent governance.

Decides the followings by consensus:

1. The establishment of a “Succession Planning Committee” to fulfill the oversight and fiduciary role of the Governing Body of the Union at this juncture and to ensure that the initial planning process can be commenced immediately to prepare for any eventuality in the future.
2. This “Succession Planning Committee” comprises the President, the four VPs and the Treasurer, chaired by the President.

3. The working of the said committee will be placed before the Bureau for further deliberation and implementation.
4. This does stop a step short of the establishment of a formal DG recruitment committee, which many Bureau members had requested seriously.

Thanks the Bureau members for their high sense of fiduciary responsibility shown in the frank, open and deliberate discussions on this matter.

*Noting that* this Decision is made within the Bureau in a confidential way, in order to respect DG's own wishes and to avoid any adverse influence on her new position.

NOTE TO COUNCILLOR BUREAU MEMBERS ONLY, CONFIDENTIAL

Dear Bureau members,

I would like to, first of all, thank the Bureau members for the frank and open discussion on the issue of the Director General's application for the UNEP position within this confidential platform, which came as a sudden and unexpected news for all of us. I appreciate also the high sense of fiduciary responsibility shown in the discussions, most of which have asked for an immediate response from the Governing Body.

Given the urgency of the matter, I held an emergency meeting with the four Vice-Presidents via Skype on 24 January 2019. In this meeting, after due deliberations, the following was agreed upon:

1. The Director General has expressed her intention to leave IUCN by accepting the invitation to apply for the position of Executive Director of UNEP. At present, DG has been interviewed and expects to hear the final result of process during the coming week or so, as replied by DG on 20 January when she was asked whether the heard information was correct on 19 January. Therefore the possibility of the DG being selected has to be seriously considered and should that happen, we shall certainly congratulate her to move to that new position.
2. While we acknowledge it is the DG's freedom of choice to apply for other organization, the VPs expressing concern over the Governing Body not being duly informed about this application beforehand, as well as the lack of Deputy, Vice or assistant Director General for four years, unanimously agreed to the immediate establishment of a "Succession Planning Committee" to chart out the best and timely course for IUCN. This does stop a step short of the establishment of a formal DG recruitment committee, which many Bureau members had requested seriously.
3. This, it was considered, is common international standard governance practice for large international organizations, and reflects responsible and prudent governance.
4. In light of the above, the consensus decision of the four VPs and the President was to establish a "Succession Planning Committee" to fulfill the oversight and fiduciary role of the Governing Body of the Union at this juncture and to ensure that the initial planning process can be commenced immediately to prepare for any eventuality in the future. This timely action should also allay any concerns that the international community, members and donors may have about IUCN's future succession planning.
5. It was also proposed that the "Succession Planning Committee" should comprise the four VPs, the Treasurer and be Chaired by the President.
6. The working of the said committee will be placed before the Bureau for further deliberation and implementation.

I, as the President, hereby acknowledge four Vice-Presidents (Mr. Malik Aslam Khan, Dr. John Robinson, Mr. Ali Kaka, and Ms. Ana Tiraa) for this joint consensus decision.

I would like to call on all Bureau members to approve this Consensus Decision proposed by President and four Vice-Presidents in the shortest possible time, so that the succession planning work can start immediately, particularly time draws near as we prepare for the up-coming 2020 World Conservation Congress.

Best regards,

**ZHANG Xinsheng**

President

IUCN (International Union for Conservation of Nature)

[www.iucn.org](http://www.iucn.org)

From: [chairman <chairman@efglobal.org>](mailto:chairman@efglobal.org)  
Date: 01/21/2019 01:28  
To: [Amin ASLAM KHAN <amin.attock@gmail.com>](mailto:amin.attock@gmail.com) , [ali.kaka <ali.kaka@adeptconservation.net>](mailto:ali.kaka@adeptconservation.net) , [Anna Elizabeth Tiraa <aetiraa@gmail.com>](mailto:aetiraa@gmail.com) , [John Robinson <wildcons@gmail.com>](mailto:wildcons@gmail.com) , [BEN JAMIN, Antonio <ahbenja@gmail.com>](mailto:ahbenja@gmail.com) , [m.cerezo <m.cerezo@fundaeco.org.gt>](mailto:m.cerezo@fundaeco.org.gt) , [mamadjiby <mamadjiby@hotmail.com>](mailto:mamadjiby@hotmail.com) , [Jenny Gruenberger <jennygruenberger@gmail.com>](mailto:jennygruenberger@gmail.com) , [Jennifer katerere <katerere@yahoo.com>](mailto:katerere@yahoo.com) , [Nihal Welikala <nihal.welikala@gmail.com>](mailto:nihal.welikala@gmail.com) , [JanOlov.WESTERBERG <janolov.westerberg@iucn.org>](mailto:janolov.westerberg@iucn.org)  
Subject: Confidential--DG's application

Dear Vice-Presidents and Councillor members of the Bureau,

This is a confidential information I sent you.

Since some of you asked me regarding DG's application for the Head of UNEP position and whether that is a correct information. I wrote yesterday to DG Ms. Inger Andersen, and asked her directly whether this is a correct information. She wrote me back today, saying: "I was invited to apply and have now gone through the interviews. I expect to hear the final result of the process during the coming week or so."

This is a quick information for you.

Best regards,

**ZHANG Xinsheng**

President

IUCN (International Union for Conservation of Nature)

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**76<sup>th</sup> Meeting of the Bureau of the IUCN Council  
Gland (Switzerland), 26 March 2019**

*Agenda Item 5*

**Appointment of additional members of the Steering Committees of  
IUCN Commissions**

Origin: Chairs of CEC and CEESP

**REQUIRED ACTION**

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

**DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,

*On the recommendation of the Chair of the IUCN Commission on Education and Communication (CEC),*

Appoints

- Ms Cheryl Charles (Proposed CEC Expert, #NatureForAll and North America outreach) and
- Mr Sudhanshu Sarronwala (Proposed CEC Expert)

as members of the Steering Committee of CEC;

*On the recommendation of the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP),*

Appoints

- Ms Melanie Zurba (Chair of the Theme on Governance Equity and Rights)
- Ms Jessica Campese (Chair of the Natural Resource Governance Framework)
- Mr Mersie Ejigu (Africa Regional Vice Chair)
- Ms Dilys Roe (Sustainable Use and Livelihoods Specialist Group - SULi)

as members of the Steering Committee of CEESP.

**Commission on Education and Communication (CEC)**

1. On 13 February 2019, the Chair of the Commission on Education and Communication (CEC) submitted two nominations: Ms Cheryl Charles and Mr Sudhanshu Sarronwala noting that *“the breadth of the two candidates' experience and their extensive networks will be critical in achieving the communication and outreach goals of CEC and the Union in the run up to the World Conservation Congress in Marseille and the CBD meeting in China.”*

2. Biographies of both candidates are attached hereafter as Annex 1 and 2.

3. These appointments come in addition to the membership of the CEC Steering Committee confirmed at mid-term by the Council in October 2018 /decision C/95/3) which can be viewed on IUCN's website: <https://www.iucn.org/commissions/commission-education-and-communication/about/steering-committee-2017-20>.

4. The Chair of CEC also informs Council that on 28 February 2019, David Ainsworth submitted his resignation as a member of the steering committee of CEC.

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

5. On 27 February 2019, the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP) submitted the following information about changes and additions to the CEESP Steering Committee, requesting the endorsement from the IUCN Council for the appointment of the above individuals to the CEESP Steering Committee through the IUCN Congress in June 2020:

- 1) **Theme on Governance, Equity and Rights:** Jenny Springer, Chair of the Theme on Governance Equity and Rights and Chair of the Natural Resource Governance Framework assumed the position of the Director in the IUCN Global Programme of Governance and Rights in October 2018. Given Jenny Springer's dual role chairing two components, we decided to split the roles and thus have made two separate appointments.
  - **Theme on Governance, Equity and Rights:** A call was put out for nomination for Chair with a TOR, between December and January and interviews were held between mid-January and early February. This appointment will go through the end of the term:
    - **Melanie Zurba** (Canada) has been appointed as chair. (cf. biographic information follows hereafter as [Annex 3](#))
  - **Natural Resource Governance Framework (NRGF) Chair:** Given the nature of this work and the transition of Jenny Springer to the IUCN Secretariat, where there is a mandate to work on NRGF, a decision was made to make an appointment from within the NRGF working group for the Chair. The other change with NRGF is that it will be co-lead with Barbara Nakangu, who joined IUCN in December as the Senior Programme Officer – Global Programme on Governance and Rights.
    - **Jessica Campese** (US) was appointed and supported by the NRGF Working Group to chair. (cf. biographic information follows hereafter as [Annex 4](#))
- 2) **Africa Regional Vice Chair:**
  - **Mersie Ejigu** (Ethopia) appointed as Africa Regional Vice Chair (cf. biographic information follows hereafter as [Annex 5](#))
- 3) **Sustainable Use and Livelihoods Specialist Group (SULi) joint specialist Group (CEESP/SSC)**
  - Changes in Chair
    - Rosie Clooney informed the SSC and CEESP that she would step down at the end of 2018 as Chair
    - A call for nominations was send out with SULi and a review committee was put in place to recruit a new Chair
    - Committee review applications and interview were held in December
  - New SULi Chair:

- **Dilys Roe** (UK) assumed the Chair role in January (cf. biographic information follows hereafter as Annex 6)

6. These appointments come in addition to the membership of the CEESP Steering Committee confirmed at mid-term by the Council in October 2018 (decision C/95/3) which can be viewed on IUCN's website: <https://www.iucn.org/commissions/commission-environmental-economic-and-social-policy/contact/ceesp-steering-committee-members>.

**Annex 1**

**Cheryl Charles  
Proposed CEC Expert, #NatureForAll and North America outreach**



Cheryl Charles, Ph.D., is an innovator, author, organizational executive and educator. Cheryl is the Co-Founder, President and CEO Emerita of the Children & Nature Network (C&NN). She currently serves as a consultant to the Network, coordinating the Network's international activities.

Cheryl is also Adjunct Faculty and founding Executive Director of the Nature Based Leadership Institute at Antioch University New England (AUNE). Recipient of numerous awards for her leadership, she served as founding National Director of the pioneering K-12, interdisciplinary environment education programs, Project Learning Tree and Project WILD.

Cheryl is author, editor and designer of a wide variety of publications including books, articles, and educational materials. Cheryl has given hundreds of public presentations including scores of keynote addresses; and has facilitated a wide variety of civic, business and educational meetings on a range of topics from developing community leadership to leading the worldwide effort to reconnect children, families and communities with nature.

In 2018, Cheryl served as lead author for #NatureForAll's research synthesis, *Home to Us All: How Connecting with Nature Helps Us Care for Ourselves and the Earth*.

**Annex 2**

**Sudhanshu Sarronwala  
Proposed CEC Expert**



Sudhanshu ('Suds') Sarronwala  
Executive Director, Communications & Marketing, WWF International.

Suds' role at WWF International includes working with an amazing team across brand, media and digital communications efforts - to build a strong WWF Network that can engage and influence stakeholders and constituents in the quest to drive WWF's mission and contribution to the global environmental agenda – to build a world where humans live in harmony with nature. As part of the role, he also has responsibility for Earth Hour.

Suds has been based at the WWF International offices in Gland, Switzerland since 2009 and was based at the WWF International hub in Singapore from 2017-18.

Prior to his role at WWF, Suds was co-founder and CEO of Soundbuzz, a digital music company that operated in Singapore, HK, Australia, Indonesia and India. Soundbuzz was acquired by Motorola Inc. in February 2008.

Suds' background is in marketing, communications and management, with more than 20 years of managing media businesses throughout Asia, including marketing for STAR TV in HK from its inception in 1991, joining MTV Asia in Singapore for its relaunch in 1995, setting up MTV India and serving as Managing Director of MTV Southeast Asia.

Suds is an avid traveler, keen reader and now getting into yoga to keep the body and mind agile.

**Annex 3**

CEESP – Theme on Governance, Equity and Rights

Melanie Zurba, Chair

**Melanie Zurba** (Canada) has been an IUCN commission member (CEESP and WCPA) since 2011 and is one of the original co-conveners of the IUCN Intergenerational Partnership for Sustainability (IPS). She is a cross-appointed Assistant Professor with School for Resource and Environmental Studies and the College of Sustainability at Dalhousie University. Melanie's PhD is in Natural Resources and Environmental Management (NREM) from the University of Manitoba. Melanie has worked collaboratively with Indigenous and marginalized communities in Canada and abroad on issues of land use, food sovereignty, wellbeing and health promotion, and co-management of species and protected areas. Her work has also contributed to public discussion on what 'reconciliation' means in Canada and how global policy frameworks affect community participation in the day-to-day management of the environment.

**Annex 4**

**Jessica Campese**

Jessica is a social science researcher, writer and activist with over ten years' experience working on natural resource governance and rights-based approaches to conservation. She has been a CEESP member since 2005 and has been involved in development of the Natural Resource Governance Framework (NRGF) since its inception. Jessica has worked with civil society organizations at the local, national, and international levels in the US, Tanzania, and Switzerland, among others, and is part of the Secretariat of the ICCA Consortium. Currently based in the Washington, D.C. area, she is a part-time consultant and full-time parent of two environmental-justice activists-in-training.



**Mersie Ejigu****Brief Profile**

: Mail: 9015 Edgepark Rd., Vienna, VA 22182  
EM: [mejigu@paes.org](mailto:mejigu@paes.org); [ejigum@gmail.com](mailto:ejigum@gmail.com)  
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Mersie Ejigu has over forty years' experience in strategic planning, policy development, capacity building, program formulation and evaluation at the global, regional and national levels. During the past two and half decades, his focus has been on sustainable development, more specifically on nature conservation; environment, security and development linkages (macro and micro levels), climate change and sustainable bioenergy.

Among key recent experiences are:

1. Invited by the Swedish International Water Institute (SIWI), I presented a paper titled: Freshwater Ecosystem Conservation as a Strategy for Sustainable Peace and Livelihoods: The Case of Ethiopia's Lake Tana, 2018 World Water Week, Stockholm. Also participated as a panelist in the high level panel discussion that included the Minister of Environment of Sweden.
2. As the lead international UNECA advisor of UNECA to Liberia, I developed a framework for integrating UNSDGs 2030 and African Agenda 2063 in the Liberian medium term planning process, referred to as Liberia's Agenda for Transformation. (February – November 2017).
3. Developed tools and guidelines for the integration of biodiversity in the African planning and decision making process sponsored by the African Union Commission (AUC) Department of Rural Economy and Agriculture (2016).
4. During the 2013–2015 period, I worked with the African Union Commission as Senior Strategic Planning Advisor and member of the core team of three experts that prepared the African Agenda 2063 (fifty year strategic plan for Africa's economic transformation and development) adopted by the AU Summit on 31st January 2015.

5. Prior to that he developed two flagship continental frameworks sponsored by UNECA: the African Sustainable Development Indicators Framework and the African Policy Framework for Sustainable Bioenergy.

Mr. Ejigu's background includes, among others, Senior Vice President for Africa, SEWW Energy; Founder and President of Partnership for African Environmental Sustainability (PAES); Senior Fellow at the Foundation for Environmental Security and Sustainability (FESS); Visiting Lecturer, UN University for Peace, Department of Environmental Security and Peace; Assistant Director General for Programmes and Policy of IUCN– the World Conservation Union, Gland, Switzerland, Regional Director, IUCN Eastern Africa and Minister of Planning and Development (Ethiopia, 1982–1991) and Chief Economist (1978–1982).

For the multilateral financial and development institutions, Mersie consulted UNDP various bureaus, UN Department of Economic and Social Affairs, UNICEF, UNECA, IMF and The World Bank in areas of strategic planning, finance and development policy, environmental security, energy, program formulation and evaluation. He also led interdisciplinary study, program formulation, and evaluation teams to: Kenya, Tanzania, Uganda, Malawi, Namibia, Ghana, Nigeria, Rwanda, Sierra Leone, Vietnam, Laos, Nepal, Mozambique, Sudan, Swaziland, and Libya.

His global appearances include: keynote speaker at the International Conference on Energy, Climate Change and Meteorology, Toulouse, France (2013) and Gold Coast, Australia, 2011. He was also an invited speaker at the 2010 African Development Forum (ADF VII) on climate change and security; the 2008 IUCN World Conservation Congress, Barcelona on sustainable bioenergy; 2006 European Green Week on biodiversity conservation and development cooperation; Yale University on climate change and energy, 2009; UNCSD on strategic planning for sustainable development; and The WTO Tenth Anniversary Symposium (2005) on rethinking the energy paradigm in Africa.

Training: B.Sc. agricultural economics (B.Sc) with Plan Sciences as a minor, at the College of Agriculture, Haile Selassie I University, Ethiopia, and M.A in Economics

(macroeconomics/ econometrics), University of British Columbia, now the Vancouver School of Economics, Canada.

Selected publications:

Freshwater Ecosystem Conservation as a Strategy for Sustainable Livelihoods and Peace: The Case of Ethiopia's Lake Tana presented at the 2018 World Water Week, Stockholm, to be published

"Climate Adaptation and Conflict in the Horn of Africa: Integrated Climate Security Assessment as a Policy Tool, 2012", published by IUCN, 2013.

"Bioenergy, Weather and Climate Change in Africa: Leading Issues and Policy Options" in "Energy in a Changing Climate" edited by: Alberto Troccoli, Sue Ellen Haupt, Laurent Dubus and Pierre Audinet. Proceedings of the International Conference on Energy and Meteorology 2011, Gold Coast, Australia.

"Sustainable Bioenergy Policy Framework in Africa: Toward Energy Security and Sustainable Livelihoods", study done for the United Nations Economic Commission for Africa (UNECA) and the Africa Union Commission (AUC), January 2012.

"Sustainable Development Indicators for Africa and Initial Compendium of Indicators, published by the UN Economic Commission for Africa (2012)

"Climate Security, Climate Adaptation, and Livelihoods in Africa: Policy Options, "paper presented at the Seventh African Development Forum (ADF VII), Addis Ababa, October 2010. See also: Stark, Jeffrey, Katsuaki Terasawa, and Mersie Ejigu, Climate Change and Conflict in Pastoralist Regions of Ethiopia: Mounting Challenges, Emerging Responses, CMM Discussion Paper No. 4, October 2011

Toward energy and livelihoods security in Africa: Smallholder production and processing of bioenergy as a strategy" in Natural Resources Forum 2008 (Journal of the UN on Sustainable Development) 32 (2), 152-162. This is used as a graduate studies required

reading at Lund University, Center for Sustainability Sciences  
(<http://advanced.jhu.edu/wp-content/uploads/2013/07/Lund.pdf>)

Post-Conflict Liberia: Environmental Security as a Strategy for Sustainable Peace and Development, Policy Issue Paper, No. 5, 2006, Foundation for Environmental Security and Sustainability (FESS).

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“Sustainable bio-energy in Africa: issues and possibilities” published in Commonwealth Ministers Reference Book 2008 by the Common Wealth Secretariat, London.

“Grasping the Nettle”, Our Planet, The magazine of the United Nations Environment Programme, UNEP, Vol. 16, no. 3. Special issue on Energy, Finance and Climate Change, November 2005

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“Poverty, Deforestation, Environmental Insecurity, and Conflict in the Horn of Africa and Great Lakes Countries”, published in Forests and Conflicts, European Tropical Forest Research Network, No. 43-44 Winter 2004 -2005.

Sustainable Energy Equals Freedoms + Choice: Bioenergy and Biofuels as Energy Solutions, paper presented at the International Conference on "Sustainable Bioenergy – Challenges and Opportunities" 12/13 October 2006. Available at: [http://www.forumue.de/bioenergy/documentation/ejigu\\_definingbioenergie\\_102006benn.pdf](http://www.forumue.de/bioenergy/documentation/ejigu_definingbioenergie_102006benn.pdf)

Promoting Sustainable Consumption and Production Patterns in Africa: From Awareness to Policy Action, March 2004, a background paper for the Africa Regional Conference on

Changing Unsustainable Production and Consumption Patterns in Africa held in Casablanca, Morocco, 17-21 2004

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## Dilys Roe

Dilys Roe is a Principal Researcher at the London-based International Institute for Environment and Development (IIED) where she leads the Institute's work on biodiversity and conservation. Her work focuses on the human dimensions of conservation – including understanding and supporting the necessary conditions for effective community-based conservation. A strong element of her current work is on engaging local communities in tackling illegal wildlife trade and, more broadly, enhancing community voices in conservation policymaking and strategies for linking biodiversity conservation with human wellbeing and social justice.



Dilys has a PhD in biodiversity management from the Durrell Institute for Conservation and Ecology and the University of Kent. She is a member of the UK Government Darwin Expert Committee (DEC) and Illegal Wildlife Trade Advisory Group, and a Fellow of the UN Environment World Conservation Monitoring Centre. Dilys became the Chair of SULi in January 2019.



**76<sup>th</sup> Meeting of the Bureau of the IUCN Council  
Gland (Switzerland), 26 March 2019**

*Agenda Item 6*

***Establishment of the Motions Working Group of Council***

Origin: Chair of the Governance and Constituency Committee

**DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,

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

1. Approves the Terms of Reference of the Council's Motions Working Group (Annex ..) and the process for appointing the members of the Motions Working Group;
2. Invites expressions of interest from Council members by *[date/time]* to be forwarded to *[name of a Vice-President]*.

**Background**

1. The Governance and Constituency Committee held its 19<sup>th</sup> meeting by conference call on 20 March 2019 to consider document GCC19/1 (attached hereafter) presenting the draft Terms of Reference (ToR) of the Council's Motions Working Group (MWG) and a process for the appointment of its members. The Bureau kindly refers to the GCC document for background information and details of the proposal.

**GCC's considerations**

2. The GCC accepted the draft ToR of the MWG and the proposed process for the appointment of its members as presented in the document presented to GCC and attached herewith.
3. During the discussion, the following points were raised:
  - 3.1 Clarification was provided on the concrete tasks expected from the MWG in e.g. the online discussion of motions;
  - 3.2 It was also clarified that the requirement for proponents and co-sponsors to provide information on *"the actions and resources required to implement the motion they propose, and on the contributions which proponents and co-sponsors intend to make towards its implementation"* [Rule 54 (b) viii.] is mandatory. Rule 54 authorizes the MWG to make the determination whether the information provided through the online submission form is sufficient to declare the motion admissible.
  - 3.3 In addition, the proposed ToR of the MWG request the MWG to *"make effective use"* of the information provided by proponents and co-sponsors under Rule 54 with a view to encouraging IUCN Members to actively support the implementation of the motions they propose. The MWG determines appropriate ways to do so. The GCC and its Task Force on the motions process which is currently reviewing the template for the submission of motions (cf. [Council document C/96/GCC19/3.1](#)) will discuss

this further during the GCC meeting of 28-29 March 2019 when the template will be tabled for approval.

- 3.4 It was also made clear that the proposed ToR of the MWG nor the template imply a threshold for the degree of commitments or pledges made towards implementation of a motion beyond which the motion would be disqualified.
- 3.5 The draft Bureau decision suggests that, pending its endorsement by Council, the Bureau invites Council members to express their interest to be part of the MWG by a set deadline (as determined by the Bureau for e.g. 2 p.m. on Friday 29 March) in order to enable the Vice-Presidents acting as Nominating Committee to make a recommendation to Council for decision before the end of the 96<sup>th</sup> Council meeting. This will allow the MWG to be functional by 2 May 2019 when the motions process will be launched.

### **Proposal**

4. The GCC recommends to the Bureau to approve the Terms of Reference of the Motions Working Group and the process for appointing its members as presented in the GCC document attached hereafter.
5. The GCC also recommends to the Bureau to invite expressions of interest from Council members to be submitted to a Vice-President by a date and time to be determined at this 76<sup>th</sup> meeting of the Bureau.

**Governance and Constituency Committee of the IUCN Council (GCC)**  
19<sup>th</sup> Meeting, by conference call, 20 March 2019

*Agenda Item 1*

***Establishment of the Motions Working Group of Council***

Origin: Global Director, Union Development Group and Global Director, Programme and Policy Group

**REQUIRED ACTION**

The GCC is invited to consider the Terms of Reference of the Motions Working Group as well as a process for the appointment of its members, and to make a recommendation to the Bureau (76<sup>th</sup> meeting, 26 March 2019), noting that GCC and Council may have to adjust some specific provisions of these ToR subject to the results of the electronic vote concluding on 27 March on Council proposed amendments to the Rules of Procedure.

**DRAFT BUREAU DECISION**

The Bureau of the IUCN Council,

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

1. Approves the Terms of Reference of the Council's Motions Working Group (Annex ..) and the process for appointing the members of the Motions Working Group;
2. Invites expressions of interest from Council members by *[date/time]* to be forwarded to *[name of a Vice-President]*.

**Background**

1. The Motions Working Group (MWG), established by Council, manages the motions process prior to the Congress (Article 46 (q) of the Statutes and Regulation 29).
2. By decision C/95/2 (October 2018), Council endorsed decision B/75/1 of the Bureau requesting the GCC, at the appropriate time, to oversee and review the development of the Terms of Reference (ToR) of, among others, the Motions Working Group, and recommend such ToR to the Bureau for approval. The Bureau also requested the GCC, in undertaking this task, to consult with the Congress Preparatory Committee (CPC) and other relevant Council committees.
3. In light of the fact that the motions submission process will be launched on 2 May 2019, it would be pertinent to establish the MWG before the end of the 96<sup>th</sup> Council meeting (28-31 March 2019) so that the members of the MWG can be convened for a short inaugural meeting during or immediately following the end of the Council meeting.

**Terms of Reference**

4. The draft ToR presented hereafter as Annex 1 (with track changes) and Annex 2 (with "all changes accepted"), are based on the ToR of the 2016 Motions Working Group

approved by Council in May 2015 (decision C/85/12) to which the following modifications are proposed:

- a. All [Council proposals to update the motions process](#) (October 2018) assigning specific additional tasks to the Motions Working Group have been added in the section listing the tasks of the MWG. The comments in the margin refer to the corresponding section of the Council proposals. Some of the additional tasks (e.g. paragraphs 12 and 14) are subject to the adoption of the corresponding amendments to the Rules of Procedure by the electronic vote of IUCN Members closing on 27 March 2019.
  - b. One new task (paragraph 4) relates to the effective use of the information to be requested from proponents and co-sponsors of motions regarding the actions and resources required to implement the motions (Rule 54 (b) viii.) as described in the template for the submission of motions presented for Council approval in [Council document C/96/GCC19/3.1](#).
  - c. A small number of editorial changes.
5. The MWG will receive Secretariat support to deliver on its tasks throughout the process from the Global Policy Unit, Programme and Policy Group, and as appropriate, from members of the Secretariat's Motions Team when constituted.
6. It needs to be noted that, in accordance with Rule 20, the members of the MWG will become members of the 2020 Congress Resolutions Committee.

#### **Process for the appointment of the members of the MWG**

7. **Five (5) to seven (7) members of the MWG will be appointed from among the members of the IUCN Council** according to the following process which is based on the process adopted in 2015 (decision C/85/12):

- 7.1 Members of the MWG must be aware of the importance of the motions process and make the commitment to reserve significant time between September 2019 and June 2020 to effectively discharge their duties through email exchange, remote meetings and at least one physical meeting of at least 5 working days (tentative date: 9 to 15 October 2019).

In case the diversity of time zones of the members of the MWG is high, it may mean that telephone meetings are scheduled at inconvenient hours. As a result of Rule 20, the members of the Motions Working Group must also make the commitment to attend the 2020 Congress to be held in Marseille 11 to 19 June 2020.

7.2 The process for the appointment of members of the Motions Working Group from among the Council members could be as follows:

- a. The Council, or if not in session, the Bureau makes the appointment of the Council members to become members of the Motions Working Group on the recommendation of the Vice-Presidents acting as Nominating Committee, taking into account the expressions of interest and the following criteria:
  - Expressed interest in serving on the Working Group
  - Good knowledge of IUCN and previous Congress(es)
  - Good knowledge of IUCN's Programme and policies
  - Representation of IUCN Commissions

- Not personally involved with the motions process as proponent or sponsor of motions
- Regional balance
- Gender balance
- Including first and second term Councillors.

b. Council members send their expressions of interest indicating the role they can play within the Motions Working Group and their time availability, to *[name of a Vice-President]* by *[date/time]*.

8. **Three (3) individuals who will be appointed by Council in their expert, personal capacity** to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions:

- a. The Bureau makes the appointment before *[proposed date: 1 August 2019]* taking into account the following criteria:
  - i. Good knowledge of IUCN and previous Congress(es);
  - ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government and I/NGO Members and/or Commissions;
  - iii. One State/Government Member, one I/NGO Member, one Commission Member.
- b. The Bureau shall consult the Councillors who are members of the Motions Working Group before taking a decision.
- c. The Director General will send a call for nominations/expressions of interest to all IUCN Members and the Steering Committees of the 6 IUCN Commissions before *[proposed date: 15 May 2019]*, inviting nominations/expressions of interest by *[proposed date: 31 June 2019]* at the latest.



## Terms of Reference of the Motions Working Group of the IUCN Council

[Approved by Council at its 85<sup>th</sup> Meeting (May 2015), decision C/85/12]

In accordance with Article 46 (pg) of the IUCN Statutes, Regulation 29, and Part VII of the Rules of Procedure ('Agenda and Motions'), the Council appoints a Motions Working Group with the mandate to:

- a. Provide guidance to IUCN Members on the submission of motions;
- b. Receive the motions and determine that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet the requirements listed in Rule 54;
- c. Prepare, including editing, the motions for the online discussion and, as appropriate, for submission to the Resolutions Committee of Congress and the World Congress;
- d. Submit the motions to an online discussion to be held prior to Congress, specifying which motions that warrant debate at the global level during the Congress will continue to be discussed and voted upon during the Members' Assembly subject to Rule 45*bis*, and which motions will be put to an online vote prior to Congress subject to Rule 62*quinto*;
- e. Facilitate and oversee the online discussion of motions between Members prior to the Congress, ensuring that it is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during the Congress;
- f. Following the close of the online discussion, submit motions to an electronic vote prior to Congress and refer others to the Members' Assembly for continued debate and vote.

**Commented [LDW1]:** As per Council's proposals to update the motions process, section 7. ([Document C/95/GCC16/1.1 Annex 1](#))

The Motions Working Group to be established by Council in accordance with Regulation 29 shall consist of

- (i) five (5) to seven (7) members of the IUCN Council, ~~and~~
- (ii) three (3) individuals who will be appointed by Council in their expert, personal capacity to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions; ~~and~~
- (iii) the Director General ex officio.

**Commented [LDW2]:** As per Regulation 29.

The Motions Working Group shall present periodic reports on its work to the IUCN Council and shall keep the Congress Preparatory Committee (CPC) closely informed. The Motions Working Group shall receive adequate support from the IUCN Secretariat in order to deliver on its mandate.

The Motions Working Group shall, among others, perform the following tasks:

1. Establish specific procedures for the motions process ~~well~~ in advance of the Congress to ensure its effective and efficient management. As part of this procedure, it shall guide the development of guidelines and templates for IUCN Members for the motions process which shall be sent to all IUCN Members before the opening of the submission of motions. The procedures will also specify the tasks which the Secretariat accepts to undertake in support of the work of the Motions Working Group, and contain the criteria and transparent processes for making the determinations which the Motions Working Group is required to make by the Rules of Procedure.
2. Be informed of and take into account to the extent possible the results of discussions of motions in National Committees, Regional Committees and Regional Fora, including those that warrant discussion at a local and/or national level;

3. Ensure that the statutory requirements are strictly applied to the submitted motions and that motions which meet the requirements, are treated fairly and equitably, with adequate communication with proponents and sponsors of motions related to rejecting, amending, combining or categorizing motions, explaining the rationale.

3-4. Make effective use of the information provided by proponents and co-sponsors about the actions and resources required to implement the motion and the contributions which they intend to make towards its implementation (Rule 54 (b) viii.), including publishing the information and/or the rating described in the template throughout the motions process, thereby encouraging IUCN Members to take responsibility for the implementation of the motions they submit, once they are adopted. Transmit a report to the Resolutions Committee of Congress regarding the status of the resources committed/pledged on all the motions adopted through the electronic vote prior to Congress.

Develop a transparent process and criteria for making such determinations.

4. Review the motions received prior to the last ordinary Council meeting held before the Congress (tentative dates: 11-13 April 2016), so that the Council can take them into account when finalizing the draft Congress agenda, the draft IUCN Programme and Financial Plan, Council motions on proposed governance reforms, and the draft mandates for the IUCN Commissions.

5. Communicate clearly and comprehensively to the IUCN membership the rationale for referring certain motions to the electronic vote prior to Congress and others to the Members' Assembly, either at the time of publication of the motions prior to the online discussion (RoP 62bis) and/or after the online discussion, at the time the motions are submitted to the electronic vote (RoP 62quinto) e.g. by explaining what the issues are that could not be solved during the online discussion and that require continued debate during the Members' Assembly.

6. Monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, and provide guidance to facilitators empowering them to raise issues of poor quality of motions and actively work with Members to solve them before the end of the electronic discussion.

7. Oversee the online discussion on motions in advance of the Congress, providing guidance and direction, and assistance, to ensure that facilitators are designated and receive adequate training and guidance in the spirit of IUCN's 'One Programme approach' and fully understand knowledge of the intent and requirements of the IUCN Statutes, Rules of Procedure and Regulations pertaining to motions.

8. Provide clear guidance to the facilitators of the online discussion with a view to alerting Members to issues of alignment with the IUCN Programme, or alert Members directly to such issues during the online discussion, e.g. at the beginning of the 2<sup>nd</sup> reading.

9. Encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows its adequate engagement with and invitation to State Members.

5-10. Monitor the electronic discussion and assist / guide the facilitators to proactively build a consensus during the online discussion, thereby reducing as much as possible the application of RoP 62quinto (b), i.e. the referral to the Members'

**Commented [LDW3]:** Proposed as a result of the proposal made in the template for motions submission (document C/96/GCC19/3.1) to request the information required by Rule 54 (b) viii. in a way that allows the Motions Working Group to make effective use of it. The information was requested but not effectively used in 2016.

**Commented [LDW4]:** Unnecessary repetition of the last sentence of paragraph 1.

**Commented [LDW5]:** According to the timeline for the motions process 2019-20, the 98<sup>th</sup> Council meeting (7-11 February 2020) will fall in the middle of the online discussion. It means therefore that the text of the motions submitted to the online discussion will anyhow be available to Council. This task was specifically intended for the situation arising in 2016 and can now be removed.

**Commented [LDW6]:** As per Council's proposals to update the motions process, section 18. ([Document C/95/GCC16/1.1 Annex 1](#))

**Commented [LDW7]:** As per Council's proposals to update the motions process, section 9. ([Document C/95/GCC16/1.1 Annex 1](#))

**Commented [LDW8]:** As per Council's proposals to update the motions process, section 10. ([Document C/95/GCC16/1.1 Annex 1](#))

**Commented [LDW9]:** As per Council's proposals to update the motions process, section 12. ([Document C/95/GCC16/1.1 Annex 1](#))

Assembly of motions that led to such divergent proposed amendments that it was not possible to submit them to the electronic vote prior to Congress.

11. Prepare the motions, as amended during the online discussion or together with proposed amendments, for an electronic vote in accordance with Rule 62quinto, explaining as clearly as possible in the Guidance for IUCN Members on electronic voting the way of voting on amendments.

6-12. Prepare the motions that require continued discussion during the Members' Assembly, for hand-over to the Resolutions Committee of the Congress with any advice and background, as appropriate, including motions which, in the view of the Motions Working Group, are controversial and consensus would be beneficial for conservation, and so may have to be referred to the next Congress (Regulation 62quinto as revised).

13. Formally transmit to the Congress 1) the motions approved during the electronic vote in order for the Congress to 'record *en bloc* the adoption' of these motions, and 2) the motions that require continued debate and vote during the Members' Assembly.

14. Prepare the urgent and new motions submitted from one week prior to the opening of the Congress for the consideration of the Congress Resolutions Committee as soon as it will have been established, with a view to enabling the Committee to timely distribute the motions that it will have admitted.

7-15. Make recommendations to the next Council for improving the Working Group's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

**Commented [LDW10]:** As per Council's proposals to update the motions process, section 18. ([Document C/95/GCC16/1.1 Annex 1](#))

**Commented [LDW11]:** As per Council's proposals to update the motions process, section 19. ([Document C/95/GCC16/1.1 Annex 1](#))

**Commented [LDW12]:** As per Council's proposals to update the motions process, section 1. ([Document C/95/GCC16/1.1 Annex 1](#))

**Commented [LDW13]:** A result of Council's proposals to update the motions process, section 20, because the Resolutions Committee is only operational once it will have been established by the Congress ([Document C/95/GCC16/1.1 Annex 1](#))

**Commented [LDW14]:** Aligned with the ToR of the CPC and ToR for Congress committees and positions approved by the Bureau on 5 October 2018.



## Terms of Reference of the Motions Working Group of the IUCN Council

In accordance with Article 46 (q) of the IUCN Statutes, Regulation 29, and Part VII of the Rules of Procedure ('Agenda and Motions'), the Council appoints a Motions Working Group with the mandate to:

- a. Provide guidance to IUCN Members on the submission of motions;
- b. Receive the motions and determine that they are consistent with the purpose of motions as defined in Rule 48*bis* and meet the requirements listed in RoP 54;
- c. Prepare, including editing, the motions for the online discussion and, as appropriate, for submission to the Resolutions Committee of Congress and the World Congress;
- d. Submit the motions to an online discussion to be held prior to Congress, specifying which motions that warrant debate at the global level during the Congress will continue to be discussed and voted upon during the Members' Assembly subject to RoP 45*bis*, and which motions will be put to an online vote prior to Congress subject to Rule 62*quinto*;
- e. Facilitate and oversee the online discussion of motions between Members prior to the Congress, ensuring that it is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during the Congress;
- f. Following the close of the online discussion, submit motions to an electronic vote prior to Congress and refer others to the Members' Assembly for continued debate and vote.

The Motions Working Group to be established by Council in accordance with Regulation 29 shall consist of

- (i) five (5) to seven (7) members of the IUCN Council,
- (ii) three (3) individuals who will be appointed by Council in their expert, personal capacity to represent the common interests and the diversity of the IUCN membership and Commissions, following Council's call for nominations to all IUCN Members and Commissions; and
- (iii) the Director General *ex officio*.

The Motions Working Group shall present periodic reports on its work to the IUCN Council and shall keep the Congress Preparatory Committee (CPC) closely informed. The Motions Working Group shall receive adequate support from the IUCN Secretariat in order to deliver on its mandate.

The Motions Working Group shall, among others, perform the following tasks:

1. Establish specific procedures for the motions process in advance of the Congress to ensure its effective and efficient management. As part of this procedure, it shall guide the development of guidelines and templates for IUCN Members for the motions process which shall be sent to all IUCN Members before the opening of the submission of motions. The procedures will also specify the tasks which the Secretariat accepts to undertake in support of the work of the Motions Working Group, and contain the criteria and transparent processes for making the determinations which the Motions Working Group is required to make by the Rules of Procedure.
2. Be informed of and take into account to the extent possible the results of discussions of motions in National Committees, Regional Committees and Regional Fora, including those that warrant discussion at a local and/or national level;

3. Ensure that the statutory requirements are strictly applied to the submitted motions and that motions which meet the requirements, are treated fairly and equitably, with adequate communication with proponents and sponsors of motions related to rejecting, amending, combining or categorizing motions, explaining the rationale.
4. Make effective use of the information provided by proponents and co-sponsors about the actions and resources required to implement the motion and the contributions which they intend to make towards its implementation (RoP 54 (b) viii.), including publishing the information and/or the rating described in the template throughout the motions process, thereby encouraging IUCN Members to take responsibility for the implementation of the motions they submit, once they are adopted. Transmit a report to the Resolutions Committee of Congress regarding the status of the resources committed/pledged on all the motions adopted through the electronic vote prior to Congress.
5. Communicate clearly and comprehensively to the IUCN membership the rationale for referring certain motions to the electronic vote prior to Congress and others to the Members' Assembly, either at the time of publication of the motions prior to the online discussion (RoP 62*bis*) and/or after the online discussion, at the time the motions are submitted to the electronic vote (RoP 62*quinto*) e.g. by explaining what the issues are that could not be solved during the online discussion and that require continued debate during the Members' Assembly.
6. Monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, and provide guidance to facilitators empowering them to raise issues of poor quality of motions and actively work with Members to solve them before the end of the electronic discussion.
7. Oversee the online discussion on motions in advance of the Congress, providing guidance and direction, and assistance, to ensure that facilitators are designated and receive adequate training and guidance in the spirit of IUCN's 'One Programme approach' and fully understand the intent and requirements of the IUCN Statutes, Rules of Procedure and Regulations pertaining to motions.
8. Provide clear guidance to the facilitators of the online discussion with a view to alerting Members to issues of alignment with the IUCN Programme, or alert Members directly to such issues during the online discussion, e.g. at the beginning of the 2<sup>nd</sup> reading.
9. Encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows its adequate engagement with and invitation to State Members.
10. Monitor the electronic discussion and assist / guide the facilitators to proactively build a consensus during the online discussion, thereby reducing as much as possible the application of RoP 62*quinto* (b), i.e. the referral to the Members' Assembly of motions that led to such divergent proposed amendments that it was not possible to submit them to the electronic vote prior to Congress.
11. Prepare the motions, as amended during the online discussion or together with proposed amendments, for an electronic vote in accordance with Rule 62*quinto* explaining as clearly as possible in the Guidance for IUCN Members on electronic voting the way of voting on amendments.

12. Prepare the motions that require continued discussion during the Members' Assembly, for hand-over to the Resolutions Committee of the Congress with any advice and background, as appropriate, including motions which, in the view of the Motions Working Group, are controversial and consensus would be beneficial for conservation, and so may have to be referred to the next Congress (Regulation 62*quinto* as revised).
13. Formally transmit to the Congress 1) the motions approved during the electronic vote in order for the Congress to 'record *en bloc* the adoption' of these motions, and 2) the motions that require continued debate and vote during the Members' Assembly.
14. Prepare the urgent and new motions submitted from one week prior to the opening of the Congress for the consideration of the Congress Resolutions Committee as soon as it will have been established, with a view to enabling the Committee to timely distribute the motions that it will have admitted.
15. Make recommendations to the next Council for improving the Working Group's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.