

82nd Meeting of the Bureau of the IUCN Council

Meeting in person at IUCN Headquarters in Gland
on Friday 7 February 2020 at 14:00

Draft Agenda

| Time | Agenda Items |
|-------------|---|
| 14:00-14:15 | <p>Item 1: President's opening remarks and approval of the agenda</p> <ul style="list-style-type: none"> • <i>Document B/80/1</i> |
| 14:15-14:25 | <p>Item 2: Status of the follow-up to the outcomes of previous Council and Bureau meetings</p> <ul style="list-style-type: none"> • <i>Document B/82/2 with the "Progress tracker" of follow-up to outcomes of previous Council and Bureau meetings. Any particular topic which the Bureau considers necessary to discuss may be added to the agenda during the meeting.</i> |
| 14:25-16:00 | <p>Item 3: Report of the DG Search Committee</p> <ul style="list-style-type: none"> • <i>The DG Search Committee will meet in Gland on Friday 7 February 2020 at 9 AM and reports to the Bureau on the same day.</i> |
| 16:00-16:30 | <p>Item 4: Strategic plan to ensure the long term financial sustainability of IUCN</p> <ul style="list-style-type: none"> • <i>Update by the Chair of FAC on the work of FAC's Task Force on Financial Planning post-2020</i> • <i>Follow-up to the conclusions of the 80th meeting of the Bureau on this topic (18 October 2019, communicated by the President to Council on 19 October 2019, Annex 1). The issue of Including Subnational Governments in IUCN was also discussed during the 81st Bureau meeting which requested a progress report (21 January 2020, its conclusions were communicated by the President to Council on 23 January 2020; Annex 2)</i> |
| 16:30-16:45 | <p>Item 5: Date(s) and agenda(s) for the next meeting(s) of the Bureau until the 2020 Congress</p> |
| 16:45-17:00 | <p>Item 6: Any other business</p> |

Summary of conclusions of the 80th meeting of the Bureau, 18 October 2019, on agenda item 4:

There was broad agreement among the members of the Bureau to use the window of opportunities offered by 2020 to make some bold changes to ensure Congress is a milestone for biodiversity as follows:

1. We will improve the financial situation and increase the organization's effectiveness and efficiency by making a number of concrete changes that can be implemented with minimal resources and effort. The Finance and Audit Committee will study the feasibility of these changes. Big structural change will be avoided in order to maintain continuity and stability.
2. We will promote Council's proposal to the 2020 Congress that, if adopted, will open the door for subnational and local authorities to join IUCN and step up their engagement for biodiversity conservation under the guidance of the next Council. The President in cooperation with Vice-President John Robinson and Acting Director General Grethel Aguilar will identify the proper body or set up a small focus group in order to coordinate the efforts with other relevant bodies and constituent parts of the Union.
3. We request the Acting Director General to prepare the resource basis and build capacity for more significant growth of the Union in the mid-to-long term by promoting IUCN's brand and seeking partners from the private sector and foundations as well as securing the support from net worth individuals. We will draw on the reserves as required to support specific non-operational initiatives which we will consider as investment for growth.
4. Vice-President John Robinson, as chair of the Private Sector Task Force will engage the TF to study options to associate for-profit actors in appropriate ways and obtain the support from the IUCN Congress.

Luc De Wever

81st Meeting of the Bureau of the IUCN Council

21 January 2020, 12:00-14:20 UTC

SUMMARY

Agenda Item 1: discuss Council's role in achieving a consensus at the 2020 Congress about the inclusion of Subnational Governments in IUCN

Acknowledging a broad consensus in Council to submit a motion to the 2020 Congress with proposed amendments to the IUCN Statutes enabling Subnational Governments to apply for IUCN Membership, the President asked advice from the Bureau whether/how to mobilize the Council to ensure there is sufficient awareness and understanding of, and support for the proposal among IUCN Members in order to bring closure to this matter during the 2020 Congress, hopefully with the adoption of the proposal. The issue has been under discussion in IUCN Congresses since Barcelona 2008. In the meantime, in many places in the world, Subnational Governments have continued to take a more proactive role in conserving biodiversity.

Bureau members confirmed their support for the sound proposal prepared by the Working Group established by Council in April 2018 but shared the concern that not all IUCN Members had the same understanding of it. It would be a shame if the proposal failed (again) to obtain the required two-thirds majority in Category A and in Category B and C combined because of lack of information and/or understanding.

There was consensus in Bureau to work together with the Working Group, the Secretariat and the Commissions on a mechanism to communicate the complexity of the proposal to IUCN Members, in particular those who have doubts about it, including organizing a workshop during the 2020 Congress. The President requested that a progress report be tabled for the Bureau meeting held in person in Gland on 7 February 2020.

Item 2: take a decision on the membership of the Nominations Committee

The Bureau continued and brought closure to the discussion which the President had initiated with his message to the Bureau of 30 December 2019 taking into account the comments made by a few Council members. Speaking on behalf of the Vice-Presidents (VP), John Robinson explained that, after receiving comments from Council, the four VPs acting as Nominating Committee had another round of discussion and once again unanimously agreed to propose six names, in accordance with the practice of keeping the Nominations Committee small, with representation of the Vice-Presidents and as much diversity as possible. He clarified that Kathy MacKinnon had been proposed as Chair of a Commission and not as a Council member from West Europe.

With the exception of one Bureau member who abstained, all other Bureau members supported the proposal of the four Vice-Presidents acting as Nominating Committee, accepting that, based on successful experience in the past, the committee needs to be small so as to be efficient and, as a result, not all regions would be represented. Vice-President Ana Tiraa also added that the six members proposed by the Nominating Committee have very good gender balance - three men and three women.

The Bureau adopted the draft decision as presented in the President's message to Bureau of 30 December 2019:

The Bureau of the IUCN Council,
On the recommendation of the four Vice-Presidents acting as Nominating Committee under Regulation 48 (c), pursuant to Council decision C97/11,
Appoints the following Council members as members of the Nominations Committee:

- Ali Kaka
- Ana Tiraa
- Jenny Gruenberger
- Kathy MacKinnon
- Sixto Inchaustegui, and
- Ayman Rabi

Requests the Nominations Committee to elect its chair.

Item 3: discuss the draft response to the French National Committee and Asia Regional Members Committee concerning their appeals in the context of the motions process

In December 2019, the President had received letters from, respectively, the Chair of the Asia Regional Members Committee, the Chair of the French National Committee and had met with a Spanish Government representative, who all expressed their disappointment at the results of the appeals process regarding the motions submitted by their Members.

During a conference call on 17 December 2019, the Congress Preparatory Committee (CPC) had considered these letters together with messages from IUCN Members who had written similar messages to the Chair of CPC acting as appeals body. Draft responses had been prepared with guidance from the CPC.

Members of the Motions Working Group (MWG) and of the CPC acting as appeals body who were also members of the Bureau explained the process and methodology applied by both bodies. This included members declaring a conflict of interest regarding motions they had been closely involved with at the time of their submission and three members of CPC who were also members of the MWG recusing themselves from the appeals body. Care had been taken to separate the review of motions by the MWG from the appeals process against decisions of the MWG. They also noted that the Motions Working Group, at the time of publication of the accepted motions, after all Members had been notified of rejections or modifications to their submitted motions, published an update on the motions process. This update provided more information on the rationale of the decisions of the Motions Working Group and the application of the criteria established in the Statutes/Rules.

Bureau members were satisfied that due process had been followed but requested a proactive approach to improving aspects of the process during the next term, in particular the two-way communications in all phases of the motions process, and that the 2020 Congress provide both a moment to evaluate and a learning opportunity (e.g. during a workshop) about submitting motions that comply with the rules (how motions relate to core policy, how to recognize existing Resolutions and Recommendations covering the same topic, etc.). In the same vein, careful attention should be given to effective communication in the next phases of the current motions process, e.g. about the criteria for motions about new and urgent topics.

Follow-up to the Council and Bureau meetings held since the 2016 Congress – Progress tracker - status 6 February 2020

[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: |
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| 2016 Congress follow-up | WCC-2016-Res-... = 2016 Congress Resolution |
| Strategic direction | C92 = 92 nd meeting of the Council (8-9 February 2017) |
| Oversight | B69 = 69 th meeting of the Bureau (15-16 May 2017) |
| Fiduciary Responsibility | B70 = 70 th meeting of the Bureau (6 June 2017) |
| | B71 = 71 st meeting of the Bureau (29-30 August 2017) |
| | B72 = 72 nd meeting of the Bureau (8 November 2017) |
| | B73 = 73 rd meeting of the Bureau (18 November 2017) |
| | C93 = 93 rd meeting of the Council (19-21 November 2017) |
| | B74 = 74 th meeting of the Bureau (28 April 2018) |
| | C94 = 94 th meeting of the Council (30 April-2 May 2018) |
| | B75 = 75 th meeting of the Bureau (5 October 2018) |
| | C95 = 95 th meeting of the Council (6-8 October 2019) |
| | B76 = 76 th meeting of the Bureau (26 March 2019) |
| | C96 = 96 th meeting of the Council (28-31 March 2019) |
| | B77 = 77 th meeting of the Bureau (18-19 July 2019) |
| | B78 = 78 th meeting of the Bureau (19 August 2019) |
| | B79 = 79 th meeting of the Bureau (11 October 2019) |
| | B80 = 80 th meeting of the Bureau (18 October 2019) |
| | C97 = 97 th meeting of the Council (19-22 October 2019) |
| | B81 = 81 st meeting of the Bureau (21 January 2020) |
| | B82 = 82 nd meeting of the Bureau (7 February 2020) |
| | C98 = 98 th meeting of the Council (8-11 February 2020) |

| | Decision (DEC) Summary Minutes (MIN) | Action required | Responsible | Status | Next step(s) |
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| 4 | WCC-2016-Res-018 | Requests Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa (EICAT) 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 | IN PROGRESS DEC C/93/20 Annex 11 (PPC report) PPC report to C95, p.7 PPC Report to C96, p.14 | Approval of draft on the agenda of PPC at C98 |

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| 7 | WCC-2016-Res-045 | Council to approve a policy statement on the importance of the conservation of primary forests | PPC > Council | IN PROGRESS DEC C/93/20 Annex 11 (PPC report); PPC report to C96, p. 14-15 | Approval of draft on the agenda of PPC at C98 |
| 8 | WCC-2016-Res-052 | Council, Commissions and Members assist the Director General both technically and intellectually with the methodology for establishing such a Marine Protected Area (Astola Island) | 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 |
| 13 | MIN B/69 p.1-2 MIN B73 p.4 MIN C93 p.7 | Improvement of IUCN's governance Working Group established by the Bureau in May 2017 to report to Bureau in November 2017 identifying areas for improvement of IUCN governance . Bureau to propose to Council process with timeline for each of the reforms identified. Currently under development: a. Subnational authorities in IUCN b. Comprehensive gender approach at IUCN c. Elected indigenous Council position d. Modification of "Regional Councillor" e. Establishment / operating rules of National/ Regional and Interregional Committees f. Commissions in National / Regional Committees g. Statutory amendments improving the motions process h. Election procedures and inclusiveness of dependent territories i. Clarification of membership admission and rights | New areas: Bureau WG > Bureau > Council Implementation: GCC > Council | IN PROGRESS | On the agenda of GCC at C98 |
| 51 | MIN C94 p. 16 | Improvement of IUCN's governance 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 WG, but emphasised that they were not for consideration at this meeting: (1) to review / clarify the term of Councillors in conjunction with the periodicity of Congress , and (2) strengthen the process for selecting the date and venue of future World Congresses by engaging a member of Council at an early stage of the evaluation process | Bureau WG | | |

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| 59 | DEC C/96/3 B/77/2 | Recruitment of a new DG Follow-up to ToR of the Succession Planning Committee (SPC) Implementation of the ToR of the DG Search Committee | SPC > Bureau > Council | “Accelerating the process” | Report DG Search Committee to B82 and C98 |
| 60 52 | DEC C/96/6 B/XV (28 June 2019) B/XVI (1 July 2019) MIN C94 p. 17 B77/3 C/XII 8 Jan 2020 | External Review of IUCN’s Governance Working Group established by Bureau to prepare the “management response” to the External Review. Bureau, “recommends the Council, based on a recommendation of the GCC, to continue to review the roles and responsibilities of the elected positions in the Council , as part of the Management Response to the External Review of IUCN’s Governance.” Another Council member requested that at some point in the future, the process for bringing documents and proposals to/from the Bureau, its Working Groups, Council and Council Committees be clarified 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. Bureau requests the Council’s Working Group to prepare the management response to the External Review on IUCN’s Governance to take into account the recommendations of the report of the Fact Finding Mission and refer specific recommendations for follow-up action to appropriate bodies of the Council. Council decision approving the Management Response requires actions to be taken by February 2020, by June 2020 and by the next Council | WG > GCC > Council WG > GCC > Council Legal Adviser | IN PROGRESS | On the agenda of the GCC at C98 |
| 66 | B78/4 | Financial sustainability of IUCN Bureau requests the Treasurer, the Chair of FAC, the Acting Director General and the Chief Financial Officer to prepare, in cooperation, a proposal for a strategic plan to ensure the long term financial sustainability of IUCN, for discussion in the Bureau and subsequent presentation to Council. | FAC TF post-2020 financial planning | IN PROGRESS | Presentation to B82 and C98 |

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| 19 | DEC C/88/19 (April 2016) FAC report to C97, p.9 | Socially responsible investment 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). The Finance and Audit Committee REQUESTED that the Secretariat, together with the Treasurer, review investment options with a view to ensuring that 100% of IUCN investments are in Sustainable Investments, both directly and indirectly. The findings should be reported to FAC in its meeting of February 2020. | FAC > Council | | On the agenda of FAC at C98? |
| 24 | DEC C/92/8 Annex 7 (PPC Report p.4) | Council Global Focal Persons: 1. Recommendation PPC of ToR and appointment of a Council gender focal point (following approval of amendment to Reg 45bis) | 1. PPC | 1. IN PROGRESS - PPC Chair's update: MIN B/69 p.5-6 | |
| 28 42 | DEC C/92/14 DEC C/93/16 DEC C/96/29 (GCC Report, p.9) | FAC and GCC prepare membership dues 2021-24 in time for submission to 2020 WCC. Council requests the Secretariat to further study the potential for recruiting new Members amongst zoos, aquaria, botanical gardens, universities and museums through the creation of a new dues group and present this at the 94 th Council meeting in May 2018. | Joint FAC/GCC dues TF | IN PROGRESS | Joint FAC/GCC dues TF at C98 |
| 29 | DEC C/92/8 Annex 9 (GCC Report p.8) MIN C/92 p.3 DEC C/93/12 MIN C93 p.12 C/96/7.1 (GCC Report p.6) | Membership Strategy Council requests the Director General to ensure that the membership strategy includes recruitment of new Members from geographies where Members are currently under-represented. Comments gathered during the RCFs will be incorporated into the document and the revised version will be submitted to GCC for comment with the aim of presenting a final version for approval at C97 in October 2019. | Secretariat | IN PROGRESS | On agenda GCC at C98 |
| 66 | B80 | We will promote Council's proposal to the 2020 Congress that, if adopted, will open the door for subnational and local authorities to join IUCN and step up their engagement for biodiversity conservation under the guidance of the next Council. The President in cooperation with Vice-President John Robinson and Acting Director General Grethel Aguilar will identify the proper body or set | President VP J Robinson ADG | IN PROGRESS | On agenda B82 |

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| | B81 | up a small focus group in order to coordinate the efforts with other relevant bodies and constituent parts of the Union. There was consensus in Bureau to work together with the Working Group, the Secretariat and the Commissions on a mechanism to communicate the complexity of the proposal to IUCN Members , in particular those who have doubts about it, including organizing a workshop during the 2020 Congress. The President requested that a progress report be tabled for the Bureau meeting held in person in Gland on 7 February 2020. | | | |
| 67 | B80 | Vice-President John Robinson, as chair of the Private Sector Task Force will engage the TF to study options to associate for-profit actors in appropriate ways and obtain the support from the IUCN Congress. | VP J Robinson | IN PROGRESS | On agenda B82 |
| | B81 | Bureau members were satisfied that due process had been followed but requested a proactive approach to improving aspects of the process during the next term, in particular the two-way communications in all phases of the motions process , and that the 2020 Congress provide both a moment to evaluate and a learning opportunity (e.g. during a workshop) about submitting motions that comply with the rules (how motions relate to core policy, how to recognize existing Resolutions and Recommendations covering the same topic, etc.). In the same vein, careful attention should be given to effective communication in the next phases of the current motions process, e.g. about the criteria for motions about new and urgent topics. | Next Council Motions WG Motions WG | IN PROGRESS | |

Addendum: COMPLETED ACTIONS OR ACTIONS INCORPORATED UNDER OTHER ACTIONS IN PROGRESS (ABOVE)

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| 1 | WCC-2016-Res-001 DEC C/92/8 Annex 7 (PPC Report p.3) DEC C/96/22 | Secretariat report on progress made and proposals on a step-wise process to follow-up to Resolution WCC-2016-Res-001 on Identifying and archiving obsolete Resolutions and Recommendations | 1. Secretariat proposal 2. PPC | COMPLETED | |
| 2 | WCC-2016-Res-002 | Council to recognize a Global Group for National and Regional Committee Development | Council | COMPLETED 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 | 1. pre-working group led by Jenny Gruenberger 2. GCC | COMPLETED | |

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| | | required by WCC-2016-Res-003 on “ Including regional governments in the structure of IUCN ” 2. GCC recommends to Council the establishment of the working group 3. Council approves establishment of the working group | 3. Council | | |
| 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 IUCN Urban Alliance 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 | COMPLETED DEC PPC/41/4 (24 Aug 2017) | |
| 6 | WCC-2016-Res-030 | Council actions required under WCC-2016-Res-030 “ <i>Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas</i> ” | PPC | COMPLETED 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 “ climate change task force ” to propose ToR 2. PPC approves ToR and membership of the task force 3. The IUCN Council 2012-16 recommended the report of its Climate Change Task Force to the Director General and the next Council for consideration. ¹ | 1. core group led by Angela Andrade 2. PPC 3. Secretariat and PPC/Council | COMPLETED 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 “ <i>Affirmation of the role of indigenous cultures in global conservation efforts</i> ” | Chair CEESP (PPC focal point for Res-075) and Secretariat | COMPLETED | Regular updates to PPC |
| 11 | WCC-2016-Res-086 DEC C/96/23 | Council motion on synthetic biology policy 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 synthetic biology | Task Force > PPC > Bureau | COMPLETED | Council motion to 2020 Congress to be approved by Bureau |

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

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| 12 | WCC-2016-Dec-113 | With the objective of improving the motions process 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 amendments to the Rules of Procedure | 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>Council's strategic objectives and priorities 2017-20:</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 1st and 3rd strategic priority areas identified during the 92nd Council Meeting (income stability and implementation of the One Programme Approach) had already been the focus of the Director General and the Bureau, the 2nd priority area, the need for a stronger value proposition, required more attention. Peter Cochrane volunteered to prepare a conversation starter on the value proposition. 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 objectives and priorities of Council for 2017-20.</p> <p>[The President] concurred with the suggestion to establish a Council working group 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>COMPLETED MIN B71</p> <p>COMPLETED MIN B73 p.3-4</p> <p>COMPLETED MIN B73 p.3-4</p> | |

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| | 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 | COMPLETED | |
| 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 establish a small group of experienced 2nd term Council members, chaired by Andrew Bignell, 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 liaison group comprised of members of the Bureau (to be finalized by the President after consultations) will be established with the purpose of gathering further relevant information for establishing time bound financial targets and keeping track of progress towards the achievement of these targets in order to report back to the Bureau and, if</p> | Ayman Rabi, chair of liaison group | COMPLETED MIN B/71 | |

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| | 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 liaison group composed of members of the Bureau (to be finalized by the President after consultations), with the purpose of servicing as contact point of further exploring the current HR procedures and policies, rules and practices applied within IUCN 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 requirements for reporting to the FAC on HR issues, 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 membership of the Council committees occurring following the adoption of decision C/92/3</p> | Bureau | COMPLETED MIN B/69 p.2 | |

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| 21 | DEC C/90/8 ² DEC C/92/8 Annex 7 (PPC Report p.4) | 1. Develop ToR for a Private Sector Task Force 2. PPC approves ToR and membership of the task force | 1. Jonathan Hughes at the request of the PPC Chair 2. PPC | COMPLETED 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 food systems | 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 inclusion of health dimensions in the work of IUCN. | 1. Secretariat 2. PPC | COMPLETED DEC C/93/20 Annex 11 (PPC report) PPC report at C94, p.5-6 | |
| 24 | MIN C/92 p.7 DEC C/93/7 | 2. Recommendation PPC for amendment of Regulation 45bis regarding Council's oceans focal point with a view to making this provision more generic. 3. Council appoints Peter Cochrane as the IUCN Council Global Oceans Focal Person and tasks him with the development of draft terms of reference for the position, to be decided by PPC. | | 2. COMPLETED 3. COMPLETED | |
| 25 | MIN B/71 p.8 | A short discussion followed on the acceptability, from an ethical viewpoint, of a number of IUCN Members questioning election candidates in the Union Portal in 2016 about their views on trophy hunting , mentioning the number of votes they represent during the Congress. A number of Bureau members were of the view that it was part of IUCN Members' democratic right to lobby election candidates and IUCN Member organizations have different styles. The Chair of GCC will consult with GCC's Deputy Chair whether to bring this matter to GCC for discussion and advice. | | COMPLETED (MIN B76) | |

² 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).

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| 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 appointment of the IUCN Council Global Oceans Focal Point (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 Commission Financial Rules 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 | COMPLETED DEC B/70/4 | |
| 27 | DEC C/93/11 MIN C93 p.11-12 | Membership admission: <u>Recommends</u> the admission of the International Fund for Animal Welfare – 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 Exploralis , Tunisia; and <u>Requests</u> the Secretariat to seek additional clarification from this organisation regarding their statutes and their objectives and from Members in Tunisia; <u>Defers</u> the admission of Tajijin (AITA) Foundation , China; and <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. | Secretariat/ Legal Adviser Secretariat/GCC/Council | COMPLETED COMPLETED DEC B/V (23 Feb 2018) COMPLETED (C/94/12) | |
| 30 | DEC C/92/8 Annex 9 (GCC Report p.3) MIN B71 p.9 | Council Handbook: GCC to make recommendation to Council regarding the three performance tools to be annexed to the Council Handbook . 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 Performance Commitment | GCC 1. GCC and Ethics Committee | COMPLETED | |

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| | <p>MIN B73 p.6</p> <p>MIN C93 p.17</p> <p>MIN B72 p.1</p> <p>MIN B73 p. 6</p> | <p>tool and the Conflict of Interest Disclosure Form could be merged in order to reduce the number of forms to be signed, or to harmonize both documents on the point of conflicts of interest in case both documents are maintained as separate documents, and to make a recommendation to Council.</p> <p>Malik Amin Aslam Khan, Vice-President, Chair of the Ethics Committee, reported that the Ethics Committee had developed the Conflict of Interest Disclosure Form 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 71st 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.</p> <p>"The Bureau has requested GCC to look into consolidating the Conflict of Interest Declaration 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 approval of the Handbook and the amendments to the Code of Conduct 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> | | | |
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| | MIN B/71 p.9 MIN B/71 p.9 | <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>2. IUCN Councillor Activity Report: [<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>3. Self-Assessment: 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 additional appointments for the Commission steering committees which the Chairs of WCEL, CEC and CEESP announced during the 92nd meeting.</p> <p>2. Bureau takes the decision</p> | <p>1. Chairs WCEL, CEC and CEESP</p> <p>2. Bureau</p> | COMPLETED for CEC and CEESP DEC B/I (2 Oct 2017) | |
| 32 | DEC B/69/6 | Determine the specific dates of Council meetings in 2018-20 taking into account the time periods approved by the Bureau | Secretary to Council | COMPLETED 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 The Ecological Society of the Philippines to be sent in the name of the Bureau | Secretary to Council | COMPLETED 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 IUCN World Heritage Panel 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 | <p>a) Bureau</p> <p>b) Council</p> <p>Chair EC / DG</p> | REDUNDANT because removed from the Council Handbook approved by Council C94 | |

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| | | the IUCN World Heritage Panel prior to the next Bureau meeting. | | | |
| 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 | COMPLETED 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 | COMPLETED Legal Adviser's message to the President on 8 June 2017 | |
| 36 | MIN B/71 p.6 | Celebrating IUCN at 70: The DG looked forward to updating the presentation with the Bureau's inputs and to present it to the Council. | DG | COMPLETED 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 change process is being achieved, the DG explained that she will prepare an overview of the complex set of elements which allow IUCN to accommodate the reduction in income for the November Council. | Director General | COMPLETED DG Report at C93 | |
| 37 | MIN B/71 p.7 MIN B73 p.6 | Bureau members requested the Secretariat to facilitate Council members' broader access to the Union Portal than only the space reserved for Council and its subsidiary bodies so that they can find all the information that is relevant and necessary for Council to exercise its strategic direction and oversight role and its fiduciary responsibilities. It was noted by the Chair of WCEL that the Bureau was entitled, as an oversight body, to any and all information. The Legal Adviser was requested to provide a legal opinion on the rules regarding access to the Portal, including the information that is protected under applicable law such as e.g. staff records. 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 | Covered under line 60 above | IN PROGRESS COMPLETED (Note distributed on 16 Nov 2017) IN PROGRESS | Pending the discussion of the report of the External review of IUCN's Governance, on GGC agenda at C96 |

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| | MIN B74 p. | 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. | | ON HOLD | |
| 38 | MIN B73 p.2 | Process for the appointment of the IUCN Treasurer 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. | Included in line 13 above | | |
| 39 | MIN B73 p.3 DEC C/93/20 (Report FAC, p.12) | Bureau members also suggested that the Reserves Policy 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 specific purposes such as IUCN membership development. When reviewing the Policy and Procedures Framework, including the Reserves Policy, FAC did not list it for revision. | REMOVED following FAC at C93 | | |
| 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 allocation of a budget line for Councillors' travel , the Director General accommodates this request in the 2018 Budget to the extent possible. It was suggested to incorporate this issue also in the Performance Commitment for IUCN Councillors that was under consideration in Council. | FAC GCC (if/when decision on budget is taken) | COMPLETED | |
| 41 | DEC C/93/13 MIN C93 p.13 Min B74 p. 2 | Council recommends the Director General to identify opportunities to continue engaging Regional Councillors in high level events to enable | Secretariat | COMPLETED | |

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| | | them to more effectively engage in membership development. | | | |
| 41 | DEC C/93/15 | Council requests the Secretariat to undertake a review of current INGOs and make the necessary changes to the membership data base. | Secretariat | COMPLETED GGC Report to C95, section 2.9 | |
| 43 | DEC C/93/18 | Council requests the GCC to review the status and role, including the voting rights, of Commissions within the National and Regional Committees. | Included in line 13 above | | |
| 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 ensure gender balance. The Bureau agreed to include "Developing a comprehensive gender approach at IUCN" | Included above in line 13 | | |
| 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 task forces and focal points such as the Gender Focal Point and bring the results to Council for approval at the next meeting. | President | COMPLETED C/95/2 | |
| 46 | DEC C/93/20 Annex 12 (FAC report) DEC C/94/22 FAC Report p.9 DEC C/95/19 (FAC Report, p.5) | FAC asked the Secretariat to review and update the Investment policy 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. Subject to advice from the Treasurer and the agreement of the DG the FAC approved moving to the revised portfolio, noting that it would not require any changes to the investment guidelines. | REMOVED because FAC at C95 concluded that there was no need to review the Investment Policy | | |
| 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. | | COMPLETED PwC Interim Management Letter to FAC 22 Jan 2018 | |

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| 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 revised Staff Rules at its next meeting in April 2018. | Secretariat/FAC | COMPLETED C/95/10 | |
| 49 | MIN B74 p. 1 DEC C/96/29 (PPC Report, p. 23) | Environmental Defenders Add to Progress Tracker “more action on behalf of environmental defenders as an issue of on-going concern”. The Programme and Policy Committee agrees on the formation of a task force on Human Rights and the Environment and recommends that Terms of Reference be developed for consideration at the next PPC meeting. | PPC | COMPLETED | |
| 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 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. | Legal Adviser | COMPLETED Legal opinion transmitted to Council 1 October 2018 | |
| 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 | |
| 55 | DEC C/95/2 | Congress committees or Council committees to prepare Congress Bureau, on recommendation of GCC, approves ToR of: a. Congress Finance and Audit Committee b. Council’s Nominations Committee c. Congress Governance Committee d. Congress Programme Committee e. Congress Resolutions Committee f. Congress Procedural Adviser | GCC > Bureau | COMPLETED | |

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| 56 | DEC C/95/12 | <ol style="list-style-type: none"> 1. Possible modification of the term “Regional Councillor” 2. Procedure to harmonize the nominations process across all Commissions 3. Clarification of the process for the renewal of the membership of the Commissions 4. Clarification of the role of the IUCN Commissions in National and Regional Committees 5. Possible solutions to avoid that some constituencies are excluded 6. Clarification of the procedures for electronic votes 7. Study of the implications of harmonisation of operational and Statutory Regions 8. Set up WG to study feasibility of establishing an elected Indigenous Council position | See line 13 above | | |
| 57 | DEC C/95/20 | <p><u>Requests</u> Council members to return the Conflict of Interest Disclosure Form duly filled out and signed by 30 November 2018. The Vice-Presidents acting as Ethics Committee were informed on 8 December 2018 that, despite reminders, seven (7) Council members had not returned the form.</p> | Council members | OVERTAKEN BY EVENTS AS WE COLLECT THE 2019 DECLARATIONS | |
| 58 | DEC C/95/21 | <p>Regarding the membership of the 2020 Congress Preparatory Committee (CPC) [...] <u>Requests</u> the Bureau to appoint the members of the CPC on the proposal of the Vice-Presidents.</p> | | COMPLETED | |
| 61 | DEC C/96/25 | <p>Council motions for 2020 Congress</p> <ol style="list-style-type: none"> 1. IUCN Policy on Synthetic Biology 2. Retirement of Obsolete Resolutions 3. Post-2020 Global Biodiversity Framework 4. Red List of Ecosystems 5. Nature-based Solutions Standard 6. UN Decade of Ecosystem Restoration 7. Urban-Nature Agenda 8. IUCN Policy on Natural Capital 9. Conservation and Human Rights 10. Climate Change and Biodiversity 11. Sustainable Agriculture and Food Systems | PPC > Bureau | COMPLETED | |
| 62 | DEC C/96/26 | Data Protection Policy | Legal Adviser > GCC > Council | COMPLETED | |

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| | DEC C/96/29 (Report FAC, p.6) | Council, " <u>Decides</u> that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy; and <u>Requests</u> the Governance and Constituency Committee to present a formal proposal to Council or Bureau as soon as possible." FAC "requests that the Legal Advisor works with the Governance and Constituency Committee to propose specific wording for adoption by Council or Bureau as soon as possible." | | | |
| 63 | DEC C/96/2 B/XIV (5 June 2019) | Additional members in CPC and the Motions Working Group (MWG) Bureau to appoint 3 additional members in MWG Bureau to appoint 3 additional members in CPC acting as appeals body | MWG > Bureau CPC > Bureau | COMPLETED | |
| 64 | DEC C/96/29 (Report PPC p.7) | Consideration of a guidance note for implementing the WCC-2016-Rec-102 (<i>Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development</i>) Secretariat to present a revised draft to PPC at C97 | Secretariat > PPC | NO LONGER CONSIDERED NECESSARY | |
| 65 | DEC C/96/29 (Report FAC, p. 4) | Fact finding Mission FAC The Fact Finding Mission agreed to report to the FAC within one month. | FFM > FAC | COMPLETED | |

Prepared by Luc De Wever, Secretary to Council



FAC Task Force - Post 2020 Financial Sustainability Planning Financial Plan 2021-24

7 February 2020

82nd Bureau Meeting

Progress

- The committee met on 28th November remotely and discussed the draft plan outline.
- CFO and Secretariat has revised the draft and submitted revised version to TF on 24 December 2019.
- TF members sent their comments on the revised plan.
- Task Force met on 6th Feb 2020 and discussed the final draft.
- Some recommendations have been made to further improve the plan
- The main outlines of plan as it stands now include the following:

Plan Objectives

1. Support the implementation of the *IUCN Programme 2021–2024*
2. Provide funding to meet the statutory objectives of IUCN
3. Ensure the financial sustainability of IUCN by:
 - Providing a basis for building reserves from the current level of CHF 20 million towards a target level of CHF 25 million.
 - Making adequate provision in annual budgets for investment needs to grow revenue as well as to cover operational risks.
 - Ensuring adequate levels of cost recovery from restricted funding to cover infrastructure and operational costs.
 - Proactive management of the cost structure.
 - Putting in place an effective resource mobilisation strategy.

Targets 2021-24

| Target | Value | Period |
|---|-----------|--------------|
| Increase membership dues by 10% | 10% | 2021-24 |
| Maintain current level of framework income | 0% | 2021-24 |
| Increase value of project portfolio: <ul style="list-style-type: none"> • GEF/GCF • Other | 15% 5% | Year-on-year |
| Increase annual level of restricted income and expenditure | 10% | Year-on-year |

Targets 2021-24

| Target | Value | Period |
|--|--------------------------------|---------|
| Increase level of operational costs funded by cost recovery | From 63% to 70% | 2021-24 |
| Other operating costs not to exceed 20% of total operating costs | 20% | 2021-24 |
| Grow income from foundations and philanthropy | From 9% to 12% of total income | |
| Grow income from private sector | From 3% to 5% of total income | |
| Increase reserves | CHF 3m | 2021-24 |

Financial risks

1. Framework partners reduce core support
2. State Members withdraw
3. Unplanned losses
4. Foreign exchange losses
5. Investment losses
6. IUCN organisational structure not optimised for delivery and cost effectiveness
7. Insufficient investment in programme development
8. Insufficient investment in infrastructure
9. Unpredictable portfolio income streams due to inconsistent delivery

Investments

| Area | Sub area |
|--|--|
| Enhancing the structural and operational capacity of the IUCN Secretariat for growth and stability | Streamline programmatic and corporate structures |
| | Strengthen effectiveness of programme delivery mechanisms |
| | Implementation of the Information Systems Strategy |
| Mobilising the Union and engaging Members | Platform for Members contributions to 2021-24 Programme |
| | Plan for strengthening and servicing State and Government Agency Members |

Investments

| Area | Sub area |
|--|---|
| | Plan for strengthening and servicing State and Government Agency Members |
| Strengthening accountability and transparency on the use and allocation of resources | Strengthening Planning, Monitoring, Evaluation and Risk Management |
| Enhancing the professional culture of IUCN | Enhancing IUCN's ability to attract and retain staff |
| Mechanisms to support resource mobilisation and portfolio growth | Coherent approach to portfolio development |
| | Strengthen Strategic Partnerships Unit – to manage relationships and service donors |
| | Seed funding to develop innovative and novel finance approaches |

Conclusions and Recommendations

- It would have been better if the plan had more than one scenario
- It would have been better if the plan considers longer period, say 10 years.
- BAU scenario is maintained for the coming 4 years. However, TF believes that some revisions and considerations are still needed to ensure a more reliable plan. Recommendations include moving under two stages:
- **Stage 1 – Immediate for Council Approval in its 98th meeting**
 - Define all potential sources of income including from private sector
 - Incorporating the expected cost of investment including those related to private sector engagement, cost of governance report recommendation, and building caution against any unexpected deficits
- **Stage 2 – 6 -9 months for next Council**
 - Feasibility study to be conducted in less than a year time to analyze in details the assumptions and risks and define the actual cost needed for investment and revise both revenue and cost model in the plan accordingly
 - Ensure putting proper mechanisms in place to implement the change