



**16th meeting of the Governance and Constituency Committee
Saturday, 6 October, Room Amethyst B, Maison Glad
Jeju City (Republic of Korea)**

(If links below don't work, please click here to access all GCC documents)
<https://portals.iucn.org/union/cont/documents/686/16706>

Time	Agenda Item/Content	Documents
09:00 - 09:30	1. <u>Governance issues</u> 1.1 Revisions to the motions process including amendments to the Rules of Procedure and the Regulations (DEC) <i>Recommendations of the GCC task force to update the motions process including possible amendments to the Rules of Procedure of the Congress to be submitted for approval to an e-vote by IUCN Members, and possible amendments to the Regulations¹</i>	C/95/GCC16/1.1
09:30 - 11:45	1.2 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations (DEC) <i>Recommendations from GCC's working groups and Commission Chairs, due by October 2018 (decision C/94/5) and suggestions of other improvements that Council should consider</i>	c 95 gcc16 1 2
(10:30 - 10:45 BREAK)		
11:45 - 11:50	1.3 Proposed amendment to Regulation 45bis (DEC) <i>2nd reading and approval of the proposed amendment taking into account comments/objections, if any, from IUCN Members (C/94/6)</i>	C/95/GCC16/1.3
11:50 - 12:20	1.4 External Review of IUCN's Governance (INF) <i>Update on the external review of IUCN's governance (C/94/18) in preparation of the discussion in Council plenary (agenda item 4)</i>	
12:20 – 12:35	1.5 Procedure for filling a vacancy for Regional Councillor (DEC) following the demise of Rustam Sagitov (Regional Councillor, East Europe, North and Central Asia)	c 95 gcc16 1 5
12:35 – 13:35	LUNCH	
	2. <u>Constituency issues</u>	
13:35 - 13:40	2.1 Update on IUCN membership (INF)	
13:40 - 14:30	2.2 Presentation of draft 1.0 of the Membership Strategy (INF)	C/95/GCC16/2.2
14:30 - 15:15	2.3 Improved communication and engagement between the Secretariat and National and Regional Committees : Letter from South American Committee; other communications received by Councillors from Members	c 95 gcc16 2 3
15:15 – 15:30	BREAK	

¹ Explicitly mentioned in the Council agenda as required by Article 101 (c) of the Statutes.

15:30 – 16:15	<p>2.4 Membership applications (DEC) <i>Including new applications and the application from Association française des Entreprises pour l'Environnement, France (deferred from C94); from Asociación para el Bienestar y Amparo de los Animales del Cantón de San José, Costa Rica, which met with objections from IUCN Members, and from Agence française pour la biodiversité and Fundacion Chito y Nena Kafie (deferred from GGC email correspondence August 2018).</i></p>	<p>C/95/GCC16/2.4 I-II (Main Council doc+Annex I-II) C/95/GCC16/2.4 III-1 (Annex III (part 1 – until objections received)) c_95_gcc16_2_4_III-2 (Annex III-part 2 (reply to objections NGO-TAU)) c_95_gcc16_2_4_III_3 (Annex III-part 3 (reply to objections SDO-AAAC (part1))) c_95_gcc16_2_4_III_4.pdf (Annex III-part 4 (reply to objections AAAC (part2) + DDP)) C/95/GCC16/2.1 IV (Annex IV-EPE) C/95/GCC16/2.4 V (Annex V-Abaanimal) C/95/GCC16/2.4 VI-VIII (Annexes V-VIII)</p>
16:15 -16:25	<p>2.5 Changes of Members' name or membership category (DEC, if any)</p>	<p>C/95/GCC16/2.5</p>
16:25 -16:40	<p>2.6 National and Regional and Interregional Committees <i>Incl. the recognition of newly established committees and the revision of the by-laws of existing committees (DEC, if any)</i></p>	<p>C/95/GCC16/2.6</p>
16:40 -17:15	<p>2.7 Regional Conservation Forums (RCF): update on the RCF to be held in 2019 (DEC)</p>	<p>C/95/GCC16/2.7</p>
17:15 – 17:45	<p>BREAK</p>	
17:45 – 18:30	<p>2.8 Membership dues 2.8.1 Progress report of the Joint GCC/FAC working group (<i>to be established</i>)(INF) 2.8.2 Dues re-assessment process for NGOs (INF) 2.8.3 Update on Members whose rights were rescinded by the 2016 Congress and Members whose rights will be rescinded by e-vote in 2018 (INF)</p>	<p>c_95_gcc16_2_8_1_1_letter_IPO_dues</p>
18:30-19:00	<p>2.9 Issues regarding the membership admission criteria for International NGOs (DEC)</p>	<p>C/95/GCC16/2.9</p>
19:00-19:30	<p>2.10 2019 Budget: Implications for governance and fulfillment of the statutory obligations of Councillors</p>	
	<p>3. <u>World Conservation Congress</u></p>	
19:30-19:35	<p>3.1 Registration fees for the IUCN World Conservation Congress 2020 (in case it is not dealt with as Item 9.1 of the Council Agenda) – <i>discussion postponed to 2019</i></p>	<p>C/95/GCC16/3.1</p>
19:35-20:00	<p>3.2 Sponsored Members</p>	<p>C/95/GCC16/3.2</p>
20:00-20:10	<p>4. <u>Any other business</u></p>	

95th Meeting of the IUCN Council, Jeju (Republic of Korea), 6-8 October 2018

16th Meeting of the Governance and Constituency Committee

Agenda Item GCC16/1.1

Revisions to the motions process

Origin: Chair of the GGC task force on the motions process

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

In response to Congress decision WCC-2016-Dec-113,

1. Endorses the proposed amendments to the Rules of Procedure aiming to improve the motions process (Annex ..); and Decides to submit each proposed amendment, revised by Council as the case may be following the online discussion [Regulation 94 (a)], to the IUCN Members for approval by electronic vote to be concluded by 15 March 2019 with the voting options “yes”, “no” or “abstain”; Endorses the proposed amendments to the Statutes for the purpose of consulting the IUCN Members during the Regional Conservation Forums to be held in 2019 and through an online discussion platform, in view of determining at the latest during the 98th Council meeting (February 2020) whether to submit them to the 2020 Congress for adoption;
2. Approves in first reading the proposed amendments to the Regulations aiming to improve the motions process (Annex ..); and Decides to table the proposed amendments on the agenda of the 96th Council meeting (March 2019) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes, and subject to the results of the electronic vote of IUCN Members on the proposed amendments to the Rules of Procedure;
3. Decides that the deadline for submission of motions referred to in Rule 49 will be 28 August 2019 at 12:00 (noon) GMT/UTC.

Background

The document attached hereafter presents the outcome of the Task Force on the Motions Process reflecting the results of two online meeting of the TF that took place on August 28 and September 19, 2018, as well as the two face-to-face meetings of the TF held in Jeju on 3 and 4 October 2018.

After thorough deliberation on all the feedback and suggestions received from participants of the 2016 Congress, IUCN Members, the 2016 Congress Resolutions Committee and through the article “IUCN’s encounter with 007: safeguarding consensus for conservation”, the TF developed proposals to amend the Rules of Procedure and agreed other actions to improve the motions process, including actions of a more technical nature, which do not require amendments to the Rules of Procedure in order to be implemented.

The attached document presents the entire response of Council to the feedback and suggestions received.

During the GCC meeting on October 6 the TF will present the results of the TF meeting together with the final versions of the proposed amendments and of the draft Council decision.

Once approved by the GCC and the Council, the document will be presented by the Council to the IUCN Members to initiate the electronic approval process of the proposed amendments to the Rules of Procedure. At the same, the document informs the Members of all other actions undertaken by the Council to improve the motions process.

Council proposals to update the motions process

Introduction

Decision [WCC-2016-Dec-113](#) adopted by the IUCN World Conservation Congress 2016 in Hawai'i requested "the next IUCN Council to:

- create an opportunity for IUCN Members to provide feedback on the online discussion and electronic vote on the motions prior to Congress with the objective of improving the motions process for the future, and
- if needed, prepare amendments to the Rules of Procedure (such amendments will need to be submitted to an electronic vote by the IUCN Members prior to the launch of the 2020 Congress motions process)."

Feedback and suggestions were received from participants of the 2016 Congress, IUCN Members (on the online part of the motions process), the 2016 Congress Resolutions Committee and through the article "IUCN's encounter with 007: safeguarding consensus for conservation" published in *Oryx* whose authors come from a broad cross-section of IUCN. Links to these sources and summaries of the feedback can be found in [Council document C/93/GCC/3.2](#).

The table below presents Council's response to the feedback and suggestions received. It was recommended to Council by its Governance and Constituency Committee which had been assisted by a task force set up for this purpose and supported by the IUCN Secretariat.

Proposals to amend the Rules of Procedure presented in this table will be put to the IUCN Members for discussion and vote online in accordance with the procedure defined in Regulation 94. The online discussion will open soon after the 95th meeting of the IUCN Council (6-8 October 2018) and concluded with an electronic vote sometime in February / March 2019.

The following proposals also include a small number of amendments to the Statutes of IUCN. However, decision [WCC-2016-Dec-113](#) only refers to amendments to the Rules of Procedure. In addition, Rule 45*bis* (d) requires that motions pertaining to governance, including amendments to the Statutes and Rules of Procedure, be referred to the Members' Assembly for discussion and voting. Exceptions have been made when IUCN Members in a session of Congress have requested that amendments on a particular issue be put to an electronic vote between sessions of the Congress. For this reason, the IUCN Council will present the proposed amendments to the Statutes to the IUCN Members for comments and discussion through an online platform and during the Regional Conservation Forums to be held in 2019, and taking into account the feedback received, may table the proposed amendments to the 2020 Congress for discussion and voting.

In addition, Council will examine an amendment to Article 94 of the Statutes to clarify the restrictions such as the one defined in Rule 45*bis* (d) regarding the matters that can be put to the electronic discussion and vote between sessions of the Congress.

Proposals to amend the TOR of the Motions Task Force or the Congress Resolutions Committee will be decided to by Council at the appropriate time.

For the purpose of providing IUCN Members with the total picture of all improvements to be made for the next motions process, the proposed amendments to the Rules of Procedure have been integrated in this table together with other actions which Council undertook to take.

Cluster 1: Proposals to enhance consensus building	
Feedback from the 2016 Congress	Council proposals
1. Empower the Congress Resolutions Committee to refer potentially divisive but non-urgent motions to a two-step process	
<p>The Oryx article suggests that the Congress Resolutions Committee should have the authority to refer potentially divisive but non-urgent motions, for which eventual consensus would be beneficial for conservation, to a two-step process whereby the Congress requests the preparation of proposals for consideration at the next session of the Congress. The value of IUCN Resolutions and Recommendations is that they present a common, considered, negotiated view of the global conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting parties. Such two-step processes have been applied by decision of the Congress (e.g. the IUCN Policy on Biodiversity Offsets approved by the 2016 Congress following the request of the 2012 Congress for proposals following a comprehensive consultative process).</p>	<p>The IUCN Council proposes to make a modest amendment to Rule 62<i>quinto</i> (b) to make it clear that also motions that in its view are controversial and eventual consensus would be beneficial for conservation, be referred to the Members' Assembly for continued debate and voting.</p> <p>The IUCN Council also proposes to empower the Congress Resolutions Committee to propose that controversial but non-urgent motions for which eventual consensus would be beneficial for conservation, or motions based on technically weak arguments, be deferred to the next Congress provided they are properly submitted according to the applicable rules.</p> <p>Council will incorporate wording to this effect in the Terms of Reference (ToR) of the Motions Working Group and in Council's proposal of the ToR of the Congress Resolutions Committee.</p> <p>To support these changes, Council proposes the following amendment to the Rules of Procedure:</p> <p><i>Amend Rule 56 as follows:</i> The Resolutions Committee may refer a motion to a committee or <i>ad hoc</i> contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. <u>It may also propose that motions whose arguments are not technically sound or coherent and require further development</u></p>

or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

Amend Rule 49 as follows:

Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The same process and requirements shall apply for motions, which have been deferred to the following session of the Word Congress as per Rule 56. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.

Amend Rule 62quinto as follows:

Following the close of the online discussion the Motions Working Group will
[...]

(b) refer to the Members' Assembly for continued debate and vote, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; [...]

A consequential amendment to Rule 45bis (c) ii) is required as follows:

The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting on: [...]

	<p>(c) A limited number of motions which, in the opinion of the Motions Working Group, [...]</p> <p>ii) have been the subject of such debate and divergent proposed amendments <u>or that are so controversial</u> that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to the Congress; and [...]</p>
<p>2. If consensus is not possible, a drafting group prepares a consensus text to be presented to plenary. If this is not possible, a text with brackets is presented to the plenary</p>	
<p>The value of IUCN Resolutions and Recommendations is that they present a common, considered, negotiated view of the IUCN conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting parties. That is why the 2016 Congress Resolutions Committee suggested that, for issues that are hard to resolve in contact groups and to avoid the adversarial way of taking decisions (as was the case with 2016 Motion 007) the facilitators of contact groups, or the Resolutions Committee should/can set up drafting group(s) that balance the spectrum of views on the motion. The drafting group would normally be fewer than 10 people appointed by the facilitator or the Resolutions Committee. Membership of the drafting group would be closed. The drafting group would be given a deadline for producing new text to bring to the next session of the contact group or the Resolutions Committee. They also propose that, should a consensus remain impossible, the minority views are presented as alternative formulations in square brackets in the text presented to the plenary. The brackets in text avoid a situation where Members with a minority view point have to formally put them forward during the plenary. The bracketed amendments would be considered and voted on as the Assembly works through the text coming from the contact group or the Resolutions Committee.</p>	<p>The IUCN Council proposes to amend Rule 56 of the Rules of Procedure in order to assign authority to the Resolutions Committee and contact group facilitators to set up drafting groups and / or present minority views as bracketed amendments in the document resulting from their work, as follows:</p> <p><i>Amend Rule 56 as follows:</i> The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. <u>For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments.</u> The reports of such contact groups <u>or drafting groups</u> shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p> <p>In addition, the Council recommends that this additional authority of the Resolutions Committee also be incorporated in the ToR of the Resolutions Committee and the procedures and code of conduct for</p>

	<p>contact groups to be approved by the Members' Assembly at the proposal of the Council.</p>
<p>3. Present amendments first to the contact groups and only bring them to the plenary in exceptional circumstances</p>	
<p>The 2016 Congress Resolutions Committee suggested to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned. In practice, Members who do not wish or are not able to attend a contact group, present their amendments to the motion concerned during the plenary sitting that considers the text resulting from the deliberations of the Resolutions Committee and contact group. However, in Hawai'i, only one amendment to such a motion (Motion 065) was brought forward during the plenary sitting. As a result, the Resolutions Committee referred Motion 065 back to a contact group. As the contact group did not discuss the amendments to Motion 007, they were presented to the Resolutions Committee and subsequently to the plenary sitting of the Members' Assembly. Throughout the 2016 Members' Assembly, Members were encouraged to bring their amendments to the relevant contact group or, if they could not attend the contact group meeting(s), to ask another IUCN Member to table their amendments in the relevant contact group.</p>	<p>To increase the efficiency of the process with regard to amendments, the IUCN Council proposes to amend Rule 59 of the Rules of Procedure in order to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned, as follows:</p> <p><i>Amend Rule 59 as follows:</i> Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be transmitted to the Resolutions Committee <u>or, in the case of motions for which a contact group has been established, to the relevant contact group</u>. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.</p> <p>In addition, this requirement shall also be included in the procedure and code of conduct for contact groups explaining that IUCN Members who can't attend a contact group meeting may either ask another IUCN Member to present their amendments in the contact group concerned, or ask a representative of their recognized National or Regional Committee to do so on the basis of Rule 66 (d).</p>
<p>4. Congress decisions should normally be taken by consensus and with voting only when consensus can't be achieved</p>	
<p>The authors of the Oryx article suggest that Congress decisions should normally be taken by consensus and with voting only when consensus cannot be achieved. The value of IUCN Resolutions and Recommendations is such that they present a common, considered, negotiated view of the IUCN conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting</p>	<p>The IUCN Council supports the view that every attempt must be made to achieve the broadest possible support before a motion is put to the vote because this will increase the legitimacy and authority of the Resolutions and Recommendations, as well as their chance of being effectively implemented.</p> <p>To achieve this, the IUCN Council recommends that the Chair of the</p>

<p>parties.</p>	<p>Members' Assembly requests the support of the Members' Assembly to make every attempt to achieve the broadest possible support before each motion is put to the vote.</p> <p>The IUCN Council will also consider whether to include in the ToR of the Steering Committee of Congress the authority to decide or to recommend not to put a motion to the vote if despite all efforts, and given the importance of the object of the motion for IUCN and conservation, a vote would negatively impact the legitimacy and authority of the motion and seriously impair its implementation. The Steering Committee could also be given authority to decide or recommend that the motion be deferred to the next Congress, or negotiation be continued and motion submitted to an inter-sessional e-vote of the IUCN membership, or that it be referred to the IUCN Council or other component of IUCN in order to consider the best possible course of action. While a Steering Committee decision could, of course, be overruled by the Members' Assembly, it would provide an opportunity for reflection by the Members' Assembly on how to proceed in the best interest of the Union.</p> <p>The IUCN Council does not wish to propose amendments to the Statutes and Rules of Procedure establishing the requirement that Congress decisions be taken by consensus and that voting will only take place when consensus cannot be achieved. Such an amendment would not only introduce a differentiated legal regime for motions approved by e-vote prior to Congress – where a consensus rule could not be applied in practice – and those approved during the Congress where the consensus rule would apply. It would also require the consideration of a number of consequential issues: such as its impact on the requirement that electronic voting is mandatory if an electronic voting system is available onsite (Regulation 40<i>bis</i>) or on the requirement to publish the voting record (Rule 71<i>bis</i>).</p>
<p>5. Need for a higher percentage majority to adopt decisions</p>	
<p>The authors of the Oryx article suggest that, when voting is needed (in the absence of consensus), instead of the current simple majority, a</p>	<p>Based on the same rationale for making every attempt to achieve the broadest possible support for a motion before it is put to the vote, the</p>

<p>higher percentage majority will be needed to adopt decisions. A higher percentage majority requirement would increase the incentives to negotiate in good faith, as it would be harder for a motion to be adopted in the absence of consensus.</p>	<p>IUCN Council proposes to increase the majority requirement for voting on motions referred to in Rule 48<i>bis</i>, i.e. the motions that take the form of a Resolution or Recommendation (defining the general policy of IUCN, influence policies or actions of third parties, or addressing the governance of IUCN). The Council is concerned / motivated to ensure a genuine interest for all participants to engage in discussions and negotiations.</p> <p>This will require the following amendment to the Statutes:</p> <p><i>Insert a new Article 31bis in the Statutes as follows:</i> <u>The adoption of motions referred to in RoP 48<i>bis</i> shall require a majority of two-thirds of the votes cast in Category A and in Categories B and C combined.</u></p> <p>The IUCN Council will consult the IUCN Members on this proposed amendment through an online discussion platform and during the Regional Conservation Forums, prior to submitting it to the 2020 Congress for discussion and voting.</p> <p>In addition, the IUCN Council will propose to the Members' Assembly for approval a code of conduct and procedure for contact groups which will include further guidance for facilitators and participants to ensure constructive and inclusive discussions and negotiations.</p>
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Cluster 2: Proposals to improve the quality and implementation of motions	
Feedback from the 2016 Congress	Council proposals
6. Strengthen submission criteria relating to sponsors to make motions more globally/regionally relevant.	
<p>Members suggested that, in order to make motions more relevant at the global level (across the regions), the criteria related to co-sponsorship required for the submission of motions be strengthened. Currently, motions must be submitted by any Member eligible to vote “with the co-sponsorship of at least five other eligible Members”. (RoP 49)</p>	<p>The IUCN Council proposes to amend the rules to require that henceforth the co-sponsors must come from at least two statutory Regions (in the sense of Article 16 of the Statutes).</p> <p><i>Amend Rule 49 as follows:</i> Motions may be proposed by the Council, or by any Member</p>

	<p>eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.</p>
<p>7. Strengthen submission criteria relating to technical and scientific quality and to prevent unclear intentions – give Council’s Motions Working Group (MWG) the authority to reject or edit such motions.</p>	
<p>In 2016, based on Regulation 29, the Motions Working Group (MWG) edited motions for clarity of the wording or removed parts of motions affecting the draft IUCN Programme or proposed mandates of the IUCN Commissions (Rule 51). However, the MWG did not consider that it was authorized to reject or edit a motion that was of poor technical or scientific quality. This led to some motions being admitted to the online discussion and vote prior to Congress that were vague and/or which did not reflect the scientific/technical quality desirable in IUCN. The 2016 Congress Resolutions Committee therefore suggested that an amendment be made to the criteria for submitting motions (Rule 54) in order to allow the MWG to either reject or edit motions that are found to be of insufficient technical or scientific quality, or unclear in their intention.</p>	<p>The IUCN Council proposes to amend Rule 54 by adding to the conditions for admissibility of motions that they contain technically sound and coherent arguments and be precise on what they aim to achieve.</p> <p>At the same time, Council proposes to correct an omission in Regulation 29 by clarifying that the MWG has the authority to prepare motions (including editing such motions) for the online discussion of motions in addition to preparing them for submission to the Resolutions Committee and the Congress.</p> <p><i>Amend Rule 54 as follows:</i> Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48<i>bis</i> and meet the following requirements: (a) related to content: [...] <ul style="list-style-type: none"> iii. Contain technically sound and coherent arguments; iv. Be precise on what they aim to achieve; iiiv. Propose aspirational goals that are reasonable; [...]</p> <p><i>Amend Regulation 29 as follows:</i> At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions</p>

	<p>Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, <u>prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress</u>, facilitate discussion between Members on motions in advance of the World Congress, prepare them for submission to the Resolutions Committee and the World Congress, and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.</p>
<p>8. Strengthen submission criteria to tighten requirements on consultation with local stakeholders, in particular on motions on local, national or regional issues.</p>	
<p>According to the 2016 Congress Resolutions Committee, there were some motions that were deemed admissible, but for which the level of consultation had been less than ideal. Such motions run the risk of becoming controversial later on in the process. The 2016 Congress Resolutions Committees therefore suggested that Rule 54 specify that with regard to motions focusing on local, national or regional issues, the Members and relevant Commission members as well as other stakeholders in the geographic area in question must be consulted, and that it must be demonstrated that the consultation has taken place.</p> <p>The Resolutions Committee also noted that for the most part use was not made of the Regional Conservation Forums (RCF) to prepare, develop and promote motions, and there was scope for improvement here. Members also suggested that motions be discussed in National Committees and RCF.</p>	<p>The IUCN Council supports amendments to Rule 54 (in (a) related to content) to strengthen the criteria for admissibility of motions by requiring that, with regard to motions focusing on local, national or regional issues, the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted. Further, an amendment to Rule 54 (in (b) related to process and format) will require that the proponent of the motion demonstrates that the required consultations have been made. Should consultations not have been undertaken, the proponent of the motion will be required to explain the reasons in the template for the submission of motions, or in the explanatory memorandum.</p> <p>In addition, Council wishes to clarify the intention of Rule 51<i>bis</i> as an incentive for National and Regional Committees and RCF to examine whether the best possible action to solve the issue is through regional (programmatic) cooperation or indeed through a (global) motion.</p> <p>Finally, Council seizes this opportunity to correct an omission as Rule 54 (b) vii should also refer to Rule 49<i>bis</i>.</p>

Amend Rule 54 as follows:

Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements:

(a) related to content:

[...]

v. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and

(b) related to process and format:

[...]

vii. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49bis;

viii. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action, have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues and cb) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;

[...]

Amend Rule 51bis as follows:

National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions such as regional programmatic cooperation, that might address the underlying issues in addition to, or instead of submitting a motion.

9. Give authority to the Motions Working Group (MWG) to tackle issues around quality after the close of the online discussion in order to avoid motions of low quality being adopted through the electronic vote.	
<p>According to the 2016 Congress Resolutions Committee, it is possible that a motion might be deemed to be of sufficient quality to be sent to the electronic debate, but then lose its focus and technical merit as a result of the compromises made during the online debate. In the future, it would be helpful if the facilitators could flag motions considered to be of lower quality than the original motion to the MWG so that decisions could be taken on how to handle them. Options could include extending the electronic debate in these instances, or sending them to the WCC rather than the e-vote, or the MWG engaging in further discussions with the Members concerned to resolve any problems with quality. It is possible that amendments to the Rules might be needed to give the MWG the authority to address problems after the electronic debate.</p>	<p>In the view of the IUCN Council, once the electronic discussion of motions is over, the motions resulting from it should either be put to the electronic vote or referred to the Members' Assembly for continued debate and vote, as provided in RoP 62<i>quinto</i>. The electronic discussion should not be extended and motions should not be amended by the MWG or Members at that point in time.</p> <p>Instead, issues of quality need to be tackled in a timely and effective way during the electronic discussion. Note also in this regard the proposed amendments, presented in section 7 above, to Rule 54 and to Regulation 29. In addition, a provision will be included in the ToR of the MWG requiring it to monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, 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.</p>
10. Allow the Motions Working Group (MWG) to remove motions after the electronic discussion which are not well aligned with the IUCN Programme.	
<p>A member of the IUCN Council suggested that, in order to make Resolutions / Recommendations more relevant, the MWG should be given the authority to remove motions that are not well aligned with the IUCN Programme.</p>	<p>Given its hesitation about tackling issues of quality after the close of the online discussion of motions as described in section 9. above, the IUCN Council considers Rule 51 adequate to deal with issues of alignment with the IUCN Programme either before, during or after the online discussion of motions: the MWG has the authority to refer any motion or a parts of a motion affecting the draft IUCN Programme to the session of Congress that considers the Programme. The MWG will be requested to provide clear guidance to the facilitators of the online discussion to alert Members to issues of alignment with the IUCN Programme, or to alert Members directly during the online discussion, e.g. at the beginning of the 2nd reading.</p>
11. Requiring and guaranteeing the scientific independence of the work carried out by Commissions and Secretariat under IUCN's technical role.	
<p>The authors of the Oryx article suggest that the Statutes be amended</p>	<p>The IUCN Council supports amendments to the Statutes to require</p>

<p>to require and guarantee the scientific independence of the work carried out by the Commissions and Secretariat under IUCN's technical role, thus protecting such work from partisan interference from any source. Most organizations have no such guarantees of independence. "As a science-based union that prides itself on evidence-based dialogue, convergence and consensus building, it is imperative that IUCN retains its hard-earned and critical technical and convening roles for long-term conservation outcomes and impacts."</p>	<p>and guarantee the scientific independence of the work carried out by the IUCN Commissions and the IUCN Secretariat. In line with the Oxford Dictionary, "undue influence" means the influence by which the Commissions or the Secretariat, in their scientific work, are induced to act otherwise than by upholding the highest standards.</p> <p><i>Amend Article 3 (f) of the Statutes as follows:</i></p> <p>(f) develops expert networks and information systems to support its Members and components;</p> <p><i>Insert a new Article 3 (f) bis as follows:</i></p> <p><u>(f) bis provides scientific information, assessments, analyses, publications, and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios;</u></p> <p><i>Insert a new provision in the Statutes after Article 3 as follows:</i></p> <p><u>Article 3bis:</u> <u>In working towards the objectives outlined in Article 3 (f) bis of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.</u></p>
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Cluster 3: Proposals regarding participation in the motions process	
Feedback from the 2016 Congress	Council proposals
12. Participation in online discussion should be improved / reviewed with regard to Cat. A Members	
<p>As a result of a perception that Cat. A Members were under-represented during the online discussion of motions prior to Congress, Members suggested to make participation for Cat. A Members mandatory. However, in fact, during the 2016 online discussion, both Membership Categories A and B had a similar level of participation of Members:</p> <ul style="list-style-type: none"> ○ Cat. A: 16.6 % 	<p>The IUCN Council expects the Motions Working Group to encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows appropriate engagement with/ invitation to State Members.</p> <p>The Council does not wish to propose amendments to the Statutes or the Rules of Procedure establishing a quorum requirement for Cat. A</p>

<p>○ Cat. B: 15.7 %.</p> <p>In terms of comments made during the online discussion, 61% of comments originated from Cat. B and 31% from Cat. A. (Note, however, that 83% of IUCN’s Members are in Cat. B)</p>	<p>Members or otherwise require / ensure that they are present in order to legitimize the results of the online discussion of motions. Complex questions such as what an adequate minimum level of participation would be, or whether the quorum requirement should only be established for Cat. A Members, or what the consequence would be of a quorum not being met, would require a high amount of attention disproportionate with the expected net result.</p>
<p>13. Reconsider the method of counting the votes cast during the e-vote and address the large amount of abstentions</p>	
<p>In the same way as RoP 77bis and Regulation 40bis provide that during sessions of the Congress “Members who choose not to cast a vote electronically shall be declared to have abstained”, Members who did not cast a vote on a motion during the electronic vote prior to the 2016 Congress were considered to have voted “abstention”. (Cf. the 4th guidance note for the 2016 World Conservation Congress Motions Process - 4. The Electronic Vote Prior to Congress - 23 July 2016)</p> <p>This is considered by some members as portraying a skewed picture. Other Members criticized that sometimes the number of abstentions was very high and suggested that a motion should not be adopted if abstentions are more than one third of votes cast.</p>	<p>The IUCN Council proposes to stop counting non-voting as abstentions. In other words, <u>when presenting the voting results</u>, the number of “abstentions” will only include the votes resulting from explicitly voting “abstention”. This will require amendments to RoP 77bis and Regulation 40bis.</p> <p><i>Amend Rule 77bis as follows:</i> Elections may be held using ballot papers or electronically by inserting the Members’ voting cards into a machine. In case an electronic elections system is used, Members who chose not to cast a vote shall be declared to have abstained. The Election Officer shall monitor the accuracy of the electronic election system.</p> <p><i>Amend Regulation 40bis as follows:</i> When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member’s voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. Members who choose not to cast a vote electronically shall be declared to have abstained. The</p>

	<p>Election Officer shall monitor and ensure the accuracy of the electronic voting system.</p> <p>In addition, the IUCN Council will examine whether to prepare an amendment to Article 32 of the Statutes in order to provide that if the number of abstentions (as they are currently being counted, i.e. including those not casting a vote) is more than 1/3 of all votes in either one of the Categories, the motion is not adopted.</p> <p><i>Amend Article 32 of the Statutes as follows:</i> Abstentions shall not be counted as votes cast. <u>However, if the number of abstentions is 1/3 or more of all votes in either Category A or Category B and C combined, the motion is not adopted.</u></p>
<p>14. Better balance between NGO and Government participation in Contact Groups.</p>	
<p>The 2016 Congress Resolutions Committee suggested that Council reviews options for achieving a better balance between NGO and Government participation in contact groups. Some State and Government Agency Members had complained that in Hawai'i some contact group discussions were dominated by NGO Members. To some extent this is inevitable given the much large number of NGO Members. However, there might be ways to achieve a better balance, for example by limiting the number of participants to one person per NGO Member, but two per Government Member.</p> <p>On the proposal of the Resolutions Committee, the Steering Committee of Congress adopts procedures and a code of conduct for contact groups. These procedures provide, among others, that speaking in contact groups is restricted to one representative per IUCN Member, Commission, National or Regional Committee and the Secretariat and that the facilitators have the authority to implement this rule while ensuring that the floor is given in an equitable and fair manner.</p>	<p>“Delegate” is a broad term covering not only accredited representatives of Members, but also of observer organisations / institutions (Rule 12) and of recognized National and Regional Committees holding a proxy from one or more of their Members [Rule 66 (c) and (d)]. The IUCN Council therefore proposes to amend the Rules of Procedure in order to make it clear that contact groups are composed of Members, including National or Regional Committees holding a Member’s proxy, because they are an emanation of the Members’ Assembly.</p> <p><i>Amend Rule 56 as follows:</i> The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates <u>from accredited Members</u>, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p>

15. New rules to govern participation of Commission members and National and Regional Committees in contact groups (keep numbers of Commission members to a minimum / an assigned speaker).

The 2016 Congress Resolutions Committee suggested that new rules be established to govern the participation of Commission members and National and Regional Committees in contact groups. Apart from IUCN Members in good standing, Commission members and representatives of National or Regional Committees may also attend. In the 2016 Congress, there were several good examples of Commission members clarifying complex issues to help the debate in contact groups. On the other hand, one Commission member dominated the discussion in one contact group to the annoyance of other participants. The role of Commission members is to serve in an advisory capacity, and to help ensure that the text is scientifically and technically accurate and relevant. However, given that the contact groups are primarily for the IUCN Members, the 2016 Resolutions Committee believed that the numbers from the Commissions and Committees should be kept to a minimum.

The Secretariat has staff in the contact groups to act as motion manager, technical experts, rapporteurs, etc. The Secretariat will not normally speak in a contact group except to bring clarification to issues.

The IUCN Council proposes that the Rule 56 be amended in order to clarify who, apart from IUCN Members in good standing may attend the contact groups and in which capacity.

The Council suggests doing so by harmonizing the rules regarding contact groups during Congress (Rule 56) and those regarding the online discussion of motions (Rule 62*bis*). At the same time, an anomaly could be corrected by ensuring that both Rules refer to National as well as “Regional” Committees and to “recognized” Committees only, in line with the wording of Rule 66 (c) and (d), noting that proxies are not accepted during the online discussion of motions.

Amend Rule 56 as follows:

The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d). The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

Amend Rule 62bis as follows:

[...] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions

	<p>during Congress. Commission members, representatives of <u>recognized</u> National <u>and Regional</u> Committees and members of the Secretariat may take part in the online discussion of motions only in a <u>technical</u> advisory and support capacity.</p> <p>In addition, the IUCN Council also proposes to amend Rule 37 to enable the Chair of the Members' Assembly to more effectively address behavioural issues.</p> <p><i>Amend Rule 37 as follows:</i> If a speaker is irrelevant <u>or disruptive</u>, the Chair may call the speaker to order. In the event of persistent irrelevance <u>or disruption</u>, the Chair may forbid the speaker to speak for the remainder of the debate. [...]</p>
<p>16. Guide the participation of observers in Contact Groups.</p>	
<p>The 2016 Congress Resolutions Committee suggested that observers other than Commissions, National and Regional Committees, and the Secretariat should not to be permitted to attend or participate in contact groups. There seems to have been a corporate lobbyist in one of the contact groups in Hawai'i.</p>	<p>The IUCN Council recommends that a procedure and code of conduct for contact groups be prepared and formally approved by the Members' Assembly, providing clear guidance for the facilitators of contact groups.</p> <p>Instead of restricting attendance of contact groups, the participation of various categories of participants (listen, speak or vote) should be regulated. In the same way as the 11 point guidance for contact group facilitators issued in 2016, which did not have a formal status, the procedure and code of conduct could authorize the facilitators to give the floor to all participants if time permits and when called upon by the facilitator, and to give priority to interventions by Members if time is limited.</p>
<p>17. Ensure the serious nature of the motions process is respected.</p>	
<p>The 2016 Congress Resolutions Committee suggested that Council explores ways with the Members concerned to develop a more productive and less adversarial and controversial negotiations with a view to encourage Members to engage in the motions process, and ensure that the serious nature of the IUCN Motions process, as well the specific nature of the IUCN Membership, is respected by all IUCN Members and that the contact group is not used merely as a training</p>	<p>The IUCN Council recommends that the procedure and code of conduct for contact groups includes specific clauses emphasizing the importance to exert maximum efforts to reach a consensus taking into account minority views and to avoid disrespectful and adversarial attitudes, and that – through other relevant instruments – such rules of conduct also apply to the online discussion and plenary sittings of the Members' Assembly. The IUCN Council further recommends that</p>

<p>opportunity for students or others on negotiation or public speaking.</p>	<p>IUCN Members and all other participants are sensitized of the procedure and code of conduct well in advance of Congress.</p>
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Cluster 4: Proposals regarding voting	
Feedback from the 2016 Congress	Council proposals
18. Strengthen criteria on which motions are referred to the Members' Assembly and which ones are submitted to the e-vote.	
<p>Of the 99 motions discussed electronically prior to the 2016 Congress, the Motions Working Group (MWG) referred 85 to the electronic vote held prior to the Congress. Of the remaining 14 motions, 8 motions had been subject of such discussion and divergent proposed amendments that it was, in the opinion of the MWG, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress and were therefore referred to the Members' Assembly for continued debate and vote. [RoP 62quinto (b)] The other 6 motions previously identified as warranting debate at the global level were referred to the Members' Assembly to be further discussed and voted upon. [RoP 62quinto (a)] (Communication of the MWG on the results of the online discussion of motions, July 2016)</p> <p>Members felt that it was not always clear why a motion was discussed and voted on electronically prior to Congress or referred to the Members' Assembly for continued debate and vote. They mentioned examples of motions that did not really need in-person discussion, while others dealt with electronically could have benefited from more discussions.</p>	<p>Considering the criteria of Rules 45bis and 62bis adequate as they are, the IUCN Council will request the MWG – through its Terms of Reference (ToR) - to 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.</p> <p>In addition, the Council will request the MWG – through its ToR – to 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' 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.</p>
19. Streamline voting on amendments (during the electronic vote on motions prior to Congress)	
<p>A small number of Members found the voting on amendments confusing and one considered that it led to an above average adoption of amendments. The 2016 Resolutions Committee, however, thought that “the electronic vote proceeded well without any serious glitches and noted that the clear thinking in advance by the Motions Team, Legal Adviser and Secretary to the Council on how to present and</p>	<p>Taking into account that the voting on amendments did not pose technical issues and the near totality of Members participating in the 2016 online vote cast their vote correctly, the IUCN Council considers that the voting system adequately deals with proposed amendments, in conformity with the Statutes and the Rules of Procedure. The Council will request the Motions Working Group to explain as clearly</p>

vote on amendments helped hugely.”	as possible the way of voting through amendments in the Guidance for IUCN Members on electronic voting.
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Cluster 5: Proposals regarding new and urgent motions

Feedback from the 2016 Congress	Council proposals
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20. Earlier submission deadline for “late” motions.

<p>The 2016 Congress Resolutions Committee recommended that Council reviews the options from establishing an earlier submission deadline for motions submitted at Congress. At present the deadline falls on the first day of the Members Assembly. This is to allow important motions to arise from the Forum which only ends the night before. Moving the deadline earlier would in theory put later sessions of the Forum at a disadvantage, as they could take place after the deadline. On the other hand, many “late” motions do not appear to arise from the Forum at all, in which case a deadline before the beginning of the Forum could be appropriate. Some members of the 2016 Congress Resolutions Committee would prefer to make it more difficult for Members to submit late motions, not least because in the last two Congresses (2012 and 2016), some of these late motions have been particularly controversial, and the Members have often been ill-prepared to debate these issues (indeed obtaining objective information of the subject matter of late motions in order to guide debate has not always been easy).</p>	<p>The IUCN Council supports the view that a modification be made to encourage IUCN Members who wish to submit urgent and new motions, to do so prior to the opening of the Congress in order to timely prepare for distribution those motions that are admitted by the Resolutions Committee. Urgent and new motions could be submitted from one week prior to the opening of the Congress until the end of the first day of the Members’ Assembly.</p> <p>In addition, the proponent and co-sponsors of urgent and new motions should come from at least two Regions in the sense of Article 16 of the Statutes. The template for submission of motions referred to in Rule 54 (b) x. will specify that one of these Regions should be that of the proponent of the motion.</p> <p><i>Amend Rule 52 as follows:</i> Motions may be submitted at the World Congress (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote <u>from at least two Regions</u>¹; and (c) only if the <u>Congress</u> Resolutions Committee determines that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates: [...]</p> <p><i>Amend Rule 53 as follows:</i> Motions meeting the criteria of Rule 52 shall be submitted <u>from one</u></p>
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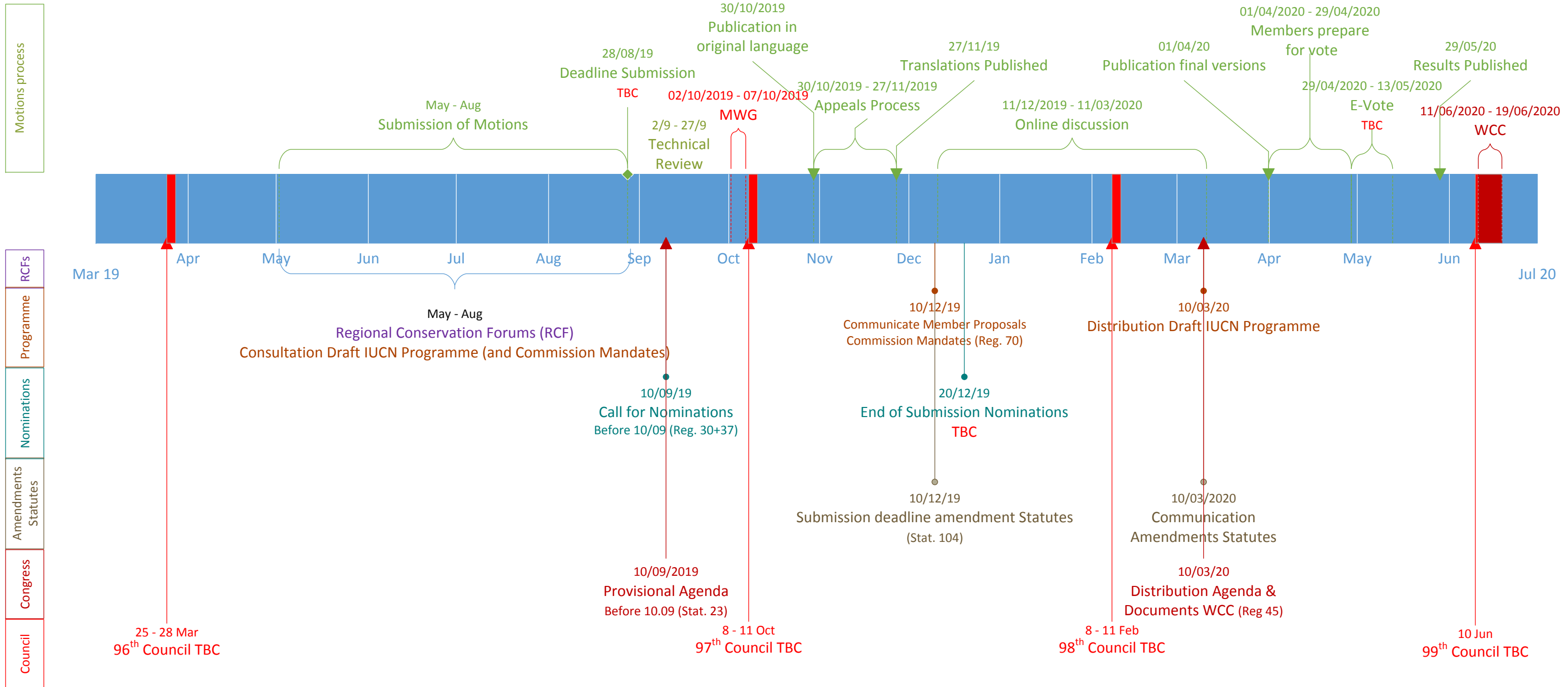
¹ “Regions” as defined in Article 16 of the Statutes.

	<p><u>week prior to the opening of the Congress until the end of the first day of the Members' Assembly</u>by the deadline set by the Steering Committee. Motions received after such deadline shall be admitted only with the consent of the President.</p>
<p>21. Tighter and clearer criteria for submission of “late” motions.</p>	
<p>The 2016 Congress Resolutions Committee recommended that Council develops tighter criteria for defining the terms “new” and “urgent” thereby providing greater clarity on the meaning of these terms. The Rules of Procedure are not sufficiently clear to enable the Congress Resolutions Committee to make an easy determination on these “late motions”. The term “urgent” is particularly poorly defined. Some members of the Congress Resolutions Committee believed that the term “urgent” should be interpreted as the urgency to take action prior to the next Congress, rather than the urgency of the conservation issue in general. But whatever the case, the term needs to be defined more tightly; if this is not done, the decisions of the Resolutions Committee are likely to be controversial with some Members. The Resolutions Committee also notes that all the criteria for the admissibility of regular motions (Rule 54) also apply to late motions with the exception of the deadline for their submission.</p>	<p>The IUCN Council wishes to increase the clarity and effectiveness of the rules concerning “late” motions on new and urgent issues in order to improve the decision processes in future Congresses. It therefore proposes to provide in Rule 52 a tighter definition of what is “urgent”, and to correct an omission in that “late” motions should also meet the general requirements for motions defined in Rule 54, with the exception of the deadline of course.</p> <p><i>Amend Rule 52 as follows:</i> Motions may be submitted at the World Congress</p> <ul style="list-style-type: none"> (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote; and (c) only if the Resolutions Committee determines that <u>they meet the requirements of Rule 54 with the exception of paragraphs (b) vi and vii and that</u> the subject of the motions is new and urgent according to the following criteria, and on that basis authorizes their distribution to delegates: <ul style="list-style-type: none"> i. “New” means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and ii. “Urgent” means that the issue is of such importance that its <u>requires an immediate response from the Union in the form of a Resolution or Recommendation</u>consideration cannot wait until the next Congress before being presented in a motion.

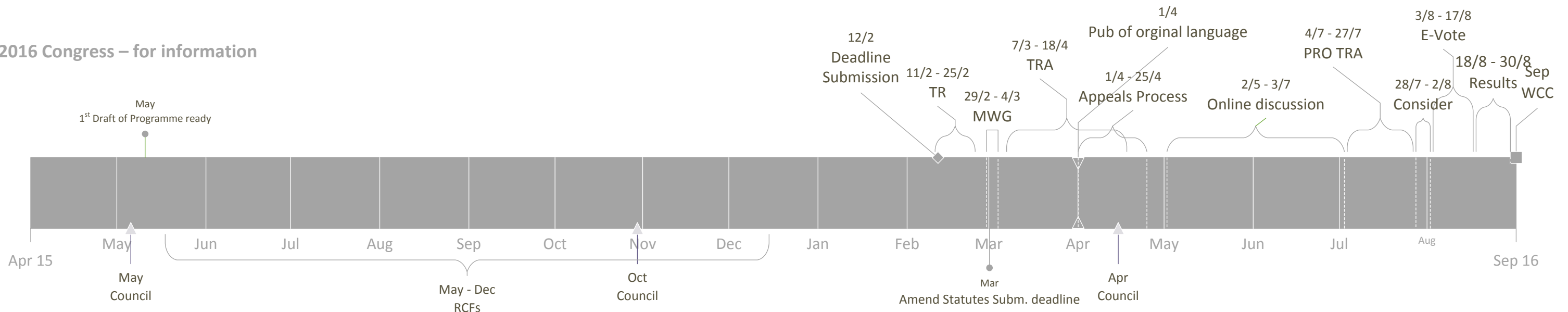
Cluster 6: Technical improvements and revised timeline of the motions process	
Feedback from the 2016 Congress	Council proposals
22. Technical improvements and revised timeline of the motions process	
<p>IUCN Members, the 2016 Congress Resolutions Committee as well as the authors of the Oryx article have proposed a number of technical improvements and a revised timeline for the next motions process.</p>	<p>Some of the technical improvements will be included in the template for the submission of motions to be approved by the IUCN Council. Others will be incorporated in the Guidance notes for electronic voting, the electronic voting system itself or the practical arrangements to be made onsite of the Congress venue, under development by the Secretariat. Still others will be taken up in the Procedure and code of conduct for contact groups to be approved by the Congress Steering Committee or the Members' Assembly.</p> <p>Many of the suggested technical improvements relate to the time assigned to the various steps in the motions process. These have been incorporated in the overall timeline for the 2019-20 motions process <u>attached hereafter</u>. The two key changes of the timeline compared to 2016 are as follows:</p> <ul style="list-style-type: none"> a. More time is provided for the various steps of the motions process; b. The motions process also begins much earlier in order to make the best possible use of the Regional Conservation Forums to advance the development of motions thereby increasing the quality of the motions and their chances of being implemented. <p>The cornerstone of the overall revised timeline is the deadline for the submission of motions referred to in Rule 49. The IUCN Council has set 28 August 2019 at noon UTC/GMT as the deadline for the submission of motions.</p>

2020 Congress Timeline

TBC = To be confirmed by Council



2016 Congress – for information



Council proposals to update the motions process

Statutes

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
1.	Stat. 3. To attain these objectives, IUCN: [...] (f) develops expert networks and information systems to support its Members and components;	Stat. 3. To attain these objectives, IUCN: [...] (f) develops expert networks and information systems to support its Members and components;	Stat. 3. To attain these objectives, IUCN: [...] (f) develops expert networks to support its Members and components;
2.	[none]	[New] Stat. 3. <u>(f) bis provides scientific information, assessments, analyses, publications, and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios;</u>	Stat. 3. (f) <i>bis</i> provides scientific information, assessments, analyses, publications, and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios;
3.	[none]	[New] Stat. 3 <i>bis</i> <u>In working towards the objectives outlined in Article 3 (f) <i>bis</i> of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.</u>	Stat. 3 <i>bis</i> In working towards the objectives outlined in Article 3 (f) <i>bis</i> of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.
4.	Stat. 32.	Stat. 32.	Stat. 32.

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
	Abstentions shall not be counted as votes cast.	Abstentions shall not be counted as votes cast. <u>However, if the number of abstentions is 1/3 or more of all votes in either Category A or Category B and C combined, the motion is not adopted.</u>	Abstentions shall not be counted as votes cast. However, if the number of abstentions is 1/3 or more of all votes in either Category A or Category B and C combined, the motion is not adopted.

Rules of Procedure

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
5.	[none]	[New] Rule 31 <i>bis</i> <u>The adoption of motions referred to in ROP 48<i>bis</i> shall require a majority of two-thirds of the votes cast in Category A and in Categories B and C.</u>	Rule 31 <i>bis</i> The adoption of motions referred to in ROP 48 <i>bis</i> shall require a majority of two-thirds of the votes cast in Category A and in Categories B and C.
6.	Rule 37. If a speaker is irrelevant, the Chair may call the speaker to order. In the event of persistent irrelevance, the Chair may forbid the speaker to speak for the remainder of the debate. The speaker concerned may appeal in writing to the Steering Committee against exclusion from the debate. [...]	Rule 37. If a speaker is irrelevant <u>or disruptive</u> , the Chair may call the speaker to order. In the event of persistent irrelevance <u>or disruption</u> , the Chair may forbid the speaker to speak for the remainder of the debate. The speaker concerned may appeal in writing to the Steering Committee against exclusion from the debate. [...]	Rule 37. If a speaker is irrelevant or disruptive, the Chair may call the speaker to order. In the event of persistent irrelevance or disruption, the Chair may forbid the speaker to speak for the remainder of the debate. The speaker concerned may appeal in writing to the Steering Committee against exclusion from the debate. [...]

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
7.	<p>Rule 45<i>bis</i>.</p> <p>The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on: [...]</p> <p>(c) A limited number of motions which, in the opinion of the Motions Working Group, [...]</p> <p>ii) have been the subject of such debate and divergent proposed amendments that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; and [...]</p>	<p>Rule 45<i>bis</i>.</p> <p>The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on: [...]</p> <p>(c) A limited number of motions which, in the opinion of the Motions Working Group, [...]</p> <p>ii) have been the subject of such debate and divergent proposed amendments <u>or that are so controversial</u> that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; and [...]</p>	<p>Rule 45<i>bis</i>.</p> <p>The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on: [...]</p> <p>(c) A limited number of motions which, in the opinion of the Motions Working Group, [...]</p> <p>ii) have been the subject of such debate and divergent proposed amendments or that are so controversial that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; and [...]</p>
8.	<p>Rule 49.</p> <p>Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.</p>	<p>Rule 49.</p> <p>Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members <u>from at least two Regions</u>. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. <u>The same process and requirements shall apply for motions, which have been referred to the following sessions of the World Congress as per Rule 56.</u> The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in</p>	<p>Rule 49.</p> <p>Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The same process and requirements shall apply for motions, which have been referred to the following sessions of the World Congress as per Rule 56. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in</p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
		advance of that session of the World Congress.	advance of that session of the World Congress.
9.	<p>Rule 51<i>bis</i>.</p> <p>National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions that might address the underlying issues.</p>	<p>Rule 51<i>bis</i>.</p> <p>National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions <u>such as regional programmatic cooperation</u>, that might address the underlying issues <u>in addition to or instead of submitting the motion</u>.</p>	<p>Rule 51<i>bis</i>.</p> <p>National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions such as regional programmatic cooperation, that might address the underlying issues in addition to or instead of submitting the motion.</p>
10.	<p>Rule 52.</p> <p>Motions may be submitted at the World Congress</p> <p>(a) either by the Council, or by</p> <p>(b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote; and</p> <p>(c) only if the Resolutions Committee determines that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:</p> <p>i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the</p>	<p>Rule 52.</p> <p>Motions may be submitted at the World Congress</p> <p>(a) either by the Council, or by</p> <p>(b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote <u>from at least two Regions</u>; and</p> <p>(c) only if the <u>Congress</u> Resolutions Committee determines that <u>they meet the requirements of Rule 54 with the exception of paragraphs (b) vi and vii and that</u> the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:</p>	<p>Rule 52.</p> <p>Motions may be submitted at the World Congress</p> <p>(a) either by the Council, or by</p> <p>(b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote from at least two Regions; and</p> <p>(c) only if the Congress Resolutions Committee determines that they meet the requirements of Rule 54 with the exception of paragraphs (b) vi and vii and that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates:</p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
	<p>submission of motions and, at that time, could not have been foreseen; and</p> <p>ii. "Urgent" means that the issue is of such importance that its consideration cannot wait until the next Congress before being presented in a motion.</p>	<p>i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and</p> <p>ii. "Urgent" means that the issue is of such importance that it <u>requires an immediate response from the Union in the form of a Resolution or Recommendation</u>consideration cannot wait until the next Congress before being presented in a motion.</p>	<p>i. "New" means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and</p> <p>ii. "Urgent" means that the issue is of such importance that it requires an immediate response from the Union in the form of a Resolution or Recommendation.</p>
11.	<p>Rule 53.</p> <p>Motions meeting the criteria of Rule 52 shall be submitted by the deadline set by the Steering Committee. Motions received after such deadline shall be admitted only with the consent of the President.</p>	<p>Rule 53.</p> <p>Motions meeting the criteria of Rule 52 shall be submitted <u>from one week prior to the opening of the Congress until the end of the first day of the Members' Assembly</u>by the deadline set by the Steering Committee. Motions received after such deadline shall be admitted only with the consent of the President</p>	<p>Rule 53.</p> <p>Motions meeting the criteria of Rule 52 shall be submitted from one week prior to the opening of the Congress until the end of the first day of the Members' Assembly. Motions received after such deadline shall be admitted only with the consent of the President</p>
12.	<p>Rule 54.</p> <p>Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements: <u>(a) related to content:</u></p>	<p>Rule 54.</p> <p>Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements: <u>(a) related to content:</u></p>	<p>Rule 54.</p> <p>Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements: <u>(a) related to content:</u></p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
	<p>i. Propose or modify IUCN's general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy;</p> <p>ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable;</p> <p>iii. Propose aspirational goals that are reasonable;</p> <p>iv. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and</p> <p>v. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; and</p> <p><u>(b) related to process and format:</u></p> <p>vi. Be submitted before the deadline established in Rule 49;</p> <p>vii. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rule 49;</p> <p>viii. The proponent specifies a) which of the Members and/or components of IUCN which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, and b) the actions and resources</p>	<p>i. Propose or modify IUCN's general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy;</p> <p>ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable;</p> <p><u>iii. Contain technically sound and coherent arguments;</u></p> <p><u>iv. Be precise in what they aim to achieve;</u></p> <p>iiiv. Propose aspirational goals that are reasonable;</p> <p>ivi. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and</p> <p>vii. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, <u>(1)</u> that the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; <u>(2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted;</u> and</p> <p><u>(b) related to process and format:</u></p> <p>viii. Be submitted before the deadline established in Rule 49;</p> <p>ix. Be proposed and co-sponsored by Members eligible to vote, in accordance</p>	<p>i. Propose or modify IUCN's general policy and only to the extent necessary and subject to the full application of Rule 51, specify the activities required to implement the policy;</p> <p>ii. Contributions from Members and/or components of IUCN, if called for in the motion, are reasonable and achievable;</p> <p>iii. Contain technically sound and coherent arguments;</p> <p>iv. Be precise in what they aim to achieve;</p> <p>v. Propose aspirational goals that are reasonable;</p> <p>vi. Do not merely repeat the content of Resolutions and Recommendations previously adopted; and</p> <p>vii. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, (1) that the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and</p> <p><u>(b) related to process and format:</u></p> <p>viii. Be submitted before the deadline established in Rule 49;</p> <p>ix. Be proposed and co-sponsored by Members eligible to vote, in accordance</p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
	<p>required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;</p> <p>ix. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49bis; and</p> <p>x. Use the template to be approved by Council.</p>	<p>with Rules 49 or 49bis;</p> <p>viii<u>ix</u>. The proponent specifies a) which of the Members and/or components of IUCN <u>or third parties</u>, which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, <u>b) which Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues</u> and c<u>b</u>) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;</p> <p>ix<u>i</u>. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49bis; and</p> <p>x<u>ii</u>. Use the template to be approved by Council.</p>	<p>with Rules 49 or 49bis;</p> <p>x. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues and c) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;</p> <p>xi. For motions concerning issues arising in a State or States outside the State or Region of the proponent, be co-sponsored by at least one IUCN Member from the Region with which the motion is concerned in accordance with Rule 49bis; and</p> <p>xii. Use the template to be approved by Council.</p>
13.	<p>Rule 56</p> <p>The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact</p>	<p>The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates <u>from accredited Members</u>, for its review and advice or decide that it be debated and voted upon directly by the World Congress. <u>It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that</u></p>	<p>The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that</p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
	<p>group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p>	<p><u>it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress.</u> The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. <u>Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d). For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments.</u> The reports of such contact groups <u>or drafting groups</u> shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p>	<p>it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d). For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p>
14.	Rule 59.	Rule 59.	Rule 59.

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
	<p>Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be transmitted to the Resolutions Committee. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.</p>	<p>Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be transmitted to the Resolutions Committee <u>or, in the case of motions for which a contact group has been established, to the relevant contact group.</u> The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.</p>	<p>Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be transmitted to the Resolutions Committee or, in the case of motions for which a contact group has been established, to the relevant contact group. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.</p>
15.	<p>Rule 62<i>bis</i>.</p> <p>[...] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during Congress. Commission members, representatives of National Committees and members of the Secretariat may take part in the online discussion of motions only in an advisory and support capacity.</p>	<p>Rule 62<i>bis</i>.</p> <p>[...] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during Congress. Commission members, representatives of <u>recognized and Regional</u> Committees and members of the Secretariat may take part in the online discussion of motions only in a an</p>	<p>Rule 62<i>bis</i>.</p> <p>[...] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions during Congress. Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in the online discussion of motions only in a</p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
		<u>technical</u> advisory and support capacity.	technical advisory and support capacity.
16.	<p>Rule 62<i>quinto</i>.</p> <p>Following the close of the online discussion the Motions Working Group will [...] (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.</p>	<p>Rule 62<i>quinto</i>.</p> <p>Following the close of the online discussion the Motions Working Group will [...] (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments <u>or that are so controversial</u> that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.</p>	<p>Rule 62<i>quinto</i>.</p> <p>Following the close of the online discussion the Motions Working Group will [...] (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.</p>
17.	<p>Rule 77<i>bis</i>.</p> <p>Elections may be held using ballot papers or electronically by inserting the Members' voting cards into a machine. In case an electronic elections system is used, Members who chose not to cast a vote shall be declared to have abstained. The Election Officer shall monitor the accuracy of the electronic election system.</p>	<p>Rule 77<i>bis</i>.</p> <p>Elections may be held using ballot papers or electronically by inserting the Members' voting cards into a machine. In case an electronic elections system is used, Members who chose not to cast a vote shall be declared to have abstained. The Election Officer shall monitor the accuracy of the electronic election system.</p>	<p>Rule 77<i>bis</i>.</p> <p>Elections may be held using ballot papers or electronically by inserting the Members' voting cards into a machine. The Election Officer shall monitor the accuracy of the electronic election system.</p>

Regulations

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
18.	<p>Regulation 29.</p> <p>At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, facilitate discussion between Members on motions in advance of the World Congress, prepare them for submission to the Resolutions Committee and the World Congress, and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.</p>	<p>Regulation 29.</p> <p>At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, <u>prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress,</u> facilitate discussion between Members on motions in advance of the World Congress, <u>prepare them for submission to the Resolutions Committee and the World Congress,</u> and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.</p>	<p>Regulation 29.</p> <p>At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions Working Group of not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress, facilitate discussion between Members on motions in advance of the World Congress, and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.</p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')
19.	<p>Regulation 40<i>bis</i></p> <p>When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. Members who choose not to cast a vote electronically shall be declared to have abstained. The Election Officer shall monitor and ensure the accuracy of the electronic voting system.</p>	<p>Regulation 40<i>bis</i></p> <p>When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. Members who choose not to cast a vote electronically shall be declared to have abstained. The Election Officer shall monitor and ensure the accuracy of the electronic voting system.</p>	<p>Regulation 40<i>bis</i></p> <p>When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. The Election Officer shall monitor and ensure the accuracy of the electronic voting system.</p>



95th Meeting of the IUCN Council, Jeju (Republic of Korea), 6-8 October 2018

16th Meeting of the Governance and Constituency Committee

Agenda Item GCC16/1.2

Areas for improvement of IUCN’s governance, incl. amendments to the Statutes, Rules and Regulations

Origin: Secretary to Council

REQUIRED ACTION:

The Governance and Constituency Committee is invited to consider the proposals made by the Commission Chairs and the working groups established by the GCC on the topics identified at GCC’s meeting of 11 June 2018, and to make a recommendation to Council on the proposed amendments to the Statutes, the Rules and/or the Regulations.

Background

During its conference call of 11 June 2018 (GCC’s 14th meeting), the Governance and Constituency Committee (GCC) identified a number of areas for improvement of IUCN’s governance as presented to and endorsed by Council (C/94/5) and, for each of them, agreed a process for the preparation of proposals for consideration by the GCC at the 95th Council meeting.

The GCC assigned some of the areas to the Chairs of the Commissions and others to a number of working groups established for this purpose. The Secretariat provided support.

The Table resulting from the GCC meeting of 11 June 2018 is attached hereafter as Annex 1. The areas for which proposals are being prepared for October 2018 are highlighted in yellow colour. The process is described in the last column and highlighted in green colour.

The remaining areas for improvement will be prepared for consideration at the next (96th) Council meeting in March 2019.

Here follows the list of items to be prepared for consideration by the 16th meeting of the GCC (6 October 2018) and the status of the preparations:

Green means: available for discussion in GCC

Yellow means: submission to GCC is dependent on one last step in the process

A.2	Council Global Focal Persons	No comments from IUCN Members. Can be approved in 2 nd reading, as is, by GCC at C95. See document C/95/GCC16/1.3.
B.1	Modify the term “Regional Councillors”	Proposal by Masahiko Horie and Mamadou Diallo (group 1) with input from the Chair of GCC and the Legal Adviser. (Annex 4)
B.3	Commission membership renewal process	A note prepared by the Commission Support Unit has been reviewed by the Chairs of the Commissions during their meeting of 5 October 2018. (Annex 6)
B.6.b	The role of Commissions in	The GCC’s working group (group 2 Jenny

	National and Regional Committees	Gruenberger, Jon Paul Rodriguez, Angela Andrade supported by Enrique Lahmann) will prepare a proposal for consideration at the 96 th Council meeting following consultation with Commissions and National and Regional Committees, taking into account that this issue does not have the same time sensitivity as the others. In the meantime, the Legal Adviser has transmitted a legal opinion on specific aspects. (copy hereafter as Annex 5)
B.5	Improvements to the motions process	See the results of the GCC task force on the motions process in document C/95/GCC16/1.1 rev
B.11	Council access to information	No action required prior to the 95 th Council meeting.
C.1.a	Procedure for in-Commission nominations process	A draft procedure prepared by the Secretary to Council has been reviewed by the Commission Chairs during their meeting of 5 October 2018. (Annex 7)
C.1.b	Election procedures and inclusiveness of dependent territories	A proposal has been prepared by group 3 (Sixto Inchaustegui with support from the Legal Adviser and the Secretary to Council) – attached hereafter as Annex 2
C.2	Procedures for electronic votes	A proposal has been prepared by group 4 (Lider Sucre with support from Sarah Over) – attached hereafter as Annex 3

Areas for improvement of IUCN’s governance – GCC follow-up to Council decision C/94/5

Areas for improvement	Required outcome	Timeline	Source	Action required
A - Strategic issues – requiring a proactive approach by designing solutions for mid-to-long-term change in the way IUCN achieves its mission ¹ and vision ²				
A.1 Study whether/how local and regional authorities can be included in IUCN (implementation of WCC-2016-Res-003) <i>Currently under consideration in GCC’s Pre-Working Group</i>	IUCN Congress 2020 decision, possibly including amendments to the Statutes	Council proposal by April 2019 taking into account the results of the Working Group referred to in WCC-2016-Res-003, for consultation during Regional Conservation Forums (RCF)	WCC-2016-Res-003 GCC report to C92 p.2 GCC report to C93 p.8	GCC recommendation to Council by C96 (April 2019) prepared by the Working Group referred to in WCC-2016-Res-003
A.2 (previously B.4) Enable Council to appoint Council global focal persons as and when required, whether it be in a leadership or (thematic) Programme related role, depending on their ToR	Council amends Regulation 45bis	To be approved by Council at 2 consecutive meetings (C94 and C95)	Summary minutes C92 p.7	GCC reviews comments from IUCN Members, if any, and recommends C95 to adopt Reg 45bis
B - Enhanced practices and reforms of IUCN’s governance – short solutions to practical organizational challenges based on experience and the desire to increase effectiveness and efficiency				
Structural issues				
B.1 Modify the terminology of the Statutes to make it clear – and avoid any possible confusion - that 1) “Regional Councillors” have, in the first place, global responsibilities; 2) the Chairs of the Commissions are full members of the Council and 3) Article 62 of the Statutes applies to all Council	IUCN membership decision to amend the Statutes	Council approval of proposal by Oct 2018 for approval by e-vote IUCN Members prior to Call for nominations	Proposal tabled at Council Retreat during C92	A GCC WG transmits its recommendation, prepared with the support of the Legal Adviser, to GCC for presentation to Council at C95

¹ The IUCN Programme 2017-20 states the mission of IUCN by reference to Article 2 of the IUCN Statutes: “The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.”

² The IUCN Programme defines the vision of IUCN as “a just world that values and conserves nature”.

Areas for improvement	Required outcome	Timeline	Source	Action required
members.				
B.2 Clarify, modify or develop the requirements for establishing National, Regional and Interregional Committees (IRC) acknowledging that the establishment of IRC may have political as well as ecological motives. <i>Aspects of IRC are on the agenda of GCC at C94</i>	Clarity regarding the conditions for establishing National, Regional and Interregional Committees	Council clarifies or modifies Council decision C/69/54 (March 2008) or amends the Regulations by 2019	Document C/93/2.7.1.1	GCC recommendation to C96 (April 2019)
B.3 Revise and make more efficient the Commissions' membership renewal process at the beginning of each quadrennium	Possible amendments to the Statutes or Regulations to clarify that Commission membership is renewed every 4 years without the need to "abolish" the Commissions	Council approval of proposal by Oct 2018 for approval by e-vote IUCN Members prior to Call for nominations	Commission Chairs	1. Chairs of the IUCN Commissions, with support of Secretariat, present proposal to GCC 2. GCC makes recommendation to Council
B.6 (previously C.2) Clarify issues that have been raised regarding National and Regional Committees : e.g. a. The status of International NGO in National/Regional Committees other than the State in which they have their seat	a and b: Legal interpretation; possibly adapt Statutes / Regulations according to interpretation; or modify the law	a. Council decision by April 2019 on appropriate amendment to Statutes/ Regulations	a. Decision C/93/15	GCC recommendation to Council
b. The status of Commissions in National and Regional Committees	Idem	b. Council to decide at the time it deals with the substantive question	b. Decision C/93/18 par 3 and GCC report to C93 p.5	1. Legal Adviser prepares report with options; 2. Small WG of GCC studies options prepared by Legal Advisor and any other options or information it considers appropriate, and makes a recommendation to GCC at C95
Effective functioning				
B.5 Further improve the motions process based on experience / feedback from the 2016 motions process <i>GCC task force updating the motions process is</i>	Amendments to Rules 48 to 73 and relevant other instruments/systems	Council proposal to IUCN Members by Oct 2018 for approval by e-	WCC-2016-Dec-113 and GCC report to C93 p.8-9	1. Secretariat makes proposal to GCC task force on motions

Areas for improvement	Required outcome	Timeline	Source	Action required
<i>considering further improvements to the motions process incl. amendments to Statutes, Rules of Procedure and Regulations, the online system for discussion and vote on motions, the timeline of the motions process and the Guidance Notes for IUCN Members on the motions process</i>		vote in early 2019 in time to apply to the motions process 2019-20		2. GCC TF makes recommendation to GCC, at the latest at face-to-face meeting (Jeju 2-3 Oct?) 3. GCC recommends C95 to approve amendments to Rules of Procedure for the purpose of submitting them to e-vote of IUCN membership by end 2018
B.9 Secretariat to maintain and make accessible to Council members an updated calendar with major events (co)organized/sponsored by IUCN (HQ and the regions) or to which IUCN contributes (e.g. with speakers), enabling Council members to be informed and consider meaningful participation.	Effective engagement of Council members in the regions	By C95 (October 2018)	Bureau WG	Implementation by the DG based on her commitment made during B74 (April 2018).
Transparency, independence and integrity				
B.7 Guidance to IUCN's National, Regional and Interregional Committees to ensure their transparency, independence and integrity, incl. brand coherence and consistency when they operate outside their territory; effective implementation of the Operational Guidance for National/Regional Committees; and effective Council oversight TENTATIVE WORDING - PENDING CLARIFICATION BY DG AND CHAIR GCC	Modification of Operational Guidance for National/Regional Committees approved by Council or amendment of Regulation 66bis or other actions, as appropriate	Council decision by end 2019, following consultation of National/Regional Committees regarding modifications to the Operational Guidance	Minutes C92 p. 5 Minutes B73 p. 4	GCC recommendation to C96 (April 2019)
B.8 Improving the scientific and professional independence, transparency and integrity of the work carried out by the Commissions, the Secretariat and Council members and avoid potential conflicts of interest <i>GCC task force updating the motions process is</i>	Certain aspects could be addressed by amending relevant Codes of Conduct, other aspects by amending the Statutes	Any amendment to the Statutes: Council proposal to IUCN Congress 2020, by early 2020 or by April 2019 if information /	Regarding independence of "IUCN's technical role" in the context of the motions process: cf. minutes	GCC recommendation to C96 (April 2019) prepared by the GCC's Task Force updating the motions process

Areas for improvement	Required outcome	Timeline	Source	Action required
<i>considering the independence of "IUCN's technical role" in the context of the motions process</i>		consultation is required during RCF	C91 and C93 (p.4), and document C/93/GCC/3.2.1	
Oversight				
B.10 Clarify Council role in the appointment by DG of senior positions in the Secretariat (compliance with the principles established in the Staff Rules).	Update the Staff Rules as required	Council approval of revised Staff Rules by C95 (October 2018)	Input from Council members 2012-16	Proposed wording by the DG for inclusion in the Staff Rules – for consideration of FAC at C95
B.11 Council to access and receive the information required enabling it to effectively exercise its oversight and strategic direction roles, in all areas including finance, HR and One Programme approach.	The Strategic Planning and Reporting Framework (Annex 2 to the Council Handbook) is adjusted as required	Bureau decision by end 2018 following the discussion in C95 of the interim results of the external review of IUCN's governance	73 rd Bureau meeting	1. GCC and Council discuss interim findings and recommendations of external review during C95 2. GCC makes recommendation to Bureau following C95 taking into account Council's comments/guidance
C - Corrections, clarifications, guidelines or procedures required to implement specific provisions of the Statutes, Rules and Regulations				
C.1 Issues related to election procedures : e.g. a. Elaboration of detailed procedures to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30bis b. Examine possible solutions to avoid that some constituencies are excluded because IUCN structures the distribution of Regional Councillor seats by regions while it also operates through national structures	a. Council approval of procedures and / or amendment to Regulation 30bis b. Legal interpretation; possibly adapt Statutes / Regulations accordingly or modify the law	Procedures, interpretation and (possible) amendments to be effective before the Call for nominations (mid-2019)	a. Minutes B/69 p.1 b. Correspondence between the Election Officer, the DG, the Chair of the Caribbean Regional Committee and election candidates (prior to 2016 WCC)	GCC recommendation to Council by C96 (April 2019) or C95 (Oct 2018) where amendments to Regulations are required Re a: Commissions with Secretariat make proposal to GCC at C95 Re b: small group in GCC to study and make recommendation to GCC at C95, with support Legal Adviser

Areas for improvement	Required outcome	Timeline	Source	Action required
<p>C.2 Clarify Regulation 94 regarding the procedures for electronic votes of the IUCN Members based on experience: e.g.</p> <ul style="list-style-type: none"> a. Specify whether quorum of Article 36 Statutes is achieved when IUCN Members receive the URL; b. Specify whether not responding to a voting question will be regarded as having abstained in the same way as clicking the “abstention” button. c. Clarify whether abstentions are counted as part of the vote 	Clarify voting procedures and guidelines; eventually amend Regulation 94	Council decision by October 2018 (prior to the e-vote on amendments to the Rules regarding the motions process in early 2019)	Rulings by the Legal Adviser on issues raised in the “Guidance note on electronic voting” for votes held in 2015-16	<ul style="list-style-type: none"> 1. Small group GCC makes recommendation to GCC at C95 with the support of Secretariat and Legal Adviser (on the drafting of amendments) 2. GCC makes recommendation to C95 for decision
<p>C.3 Clarify the provisions regarding membership admission and rights, such as:</p> <ul style="list-style-type: none"> a. Inconsistency between Article 12 (a) (iii) (all Members) and Regulation 14 (Members eligible to vote) b. Add a provision in the Statutes to explain the meaning of “Member eligible to vote” c. Should Regulation 26 also apply to State Members? d. Clarify conditions for change of membership category or situations in which legal status of Members change (incl. whether Members becoming (semi) for-profit can remain IUCN Member) 	a, b, c and d: Legal interpretation; possibly adapt Statutes / Regulations accordingly or modify the law	Council decision by 2019	a, b, c and d: experience UDG	GCC recommendation to Council by C96 (April 2019) based on proposal prepared by the Secretariat (UDG)
<p>C.5 (previously B.6) Provide a harmonized process for filling a vacancy for IUCN Treasurer, Commission Chairs and Regional Councillors (taking into account decision C/85/27 – procedure for filling a vacancy of Regional Councillor)</p>	Procedure and / or amendments to the Regulations (incl. notice period for giving resignation)	To be approved by Council by end 2019 (in the case of amendments to the Regulations: approval by Council at 2 consecutive sessions)	Bureau	GCC recommendation to Council by end 2019

Areas for improvement	Required outcome	Timeline	Source	Action required
C.1 Issues related to election procedures: e.g. a. [...] b. Examine possible solutions to avoid that some constituencies are excluded because IUCN structures the distribution of Regional Councillor seats by regions while it also operates through national structures	a. [...] b. Legal interpretation; possibly adapt Statutes / Regulations accordingly or modify the law	Procedures, interpretation and (possible) amendments to be effective before the Call for nominations (mid-2019)	a. [...] b. Correspondence between the Election Officer, the DG, the Chair of the Caribbean Regional Committee and election candidates (prior to 2016 WCC)	GCC recommendation to Council by C96 (April 2019) or C95 (Oct 2018) where amendments to Regulations are required) Re a: [...] Re b: small group in GCC to study and make recommendation to GCC at C95, with support Legal Adviser

Background

During the Regional Conservation Forum for Meso-America and Caribbean held in Panama in September 2015, IUCN Members designated a candidate from Puerto Rico for election as Regional Councillor following a longstanding practice that one of the three Councillors from North America and the Caribbean comes from the Caribbean sub-region (the “Caribbean Councillor”).

The Election Officer of the 2016 Congress, Justice Wilson of the Hawai'i Supreme Court, validated the nomination but ruled that in the region “North America and the Caribbean”, there were less candidates than there were Regional Councillor seats to be elected because two of the three candidates came from the United States and, according to Article 40 of the IUCN Statutes and Rule 81 (c) of the Rules of Procedure of the World Conservation Congress, only one of two candidates from the same State can be elected. At his recommendation, Council extended the deadline for nominations.

Supported by several Members of the Caribbean sub-region, the Chair of the Caribbean Regional Committee expressed regrets over this situation and transmitted a legal opinion to the Election Officer demonstrating that for the purposes of the IUCN elections, the candidate from Puerto Rico should not be considered as coming from the United States because:

- a. In IUCN's practice, Puerto Rico and its IUCN Members were considered part of the Caribbean sub-region and served by the IUCN Regional Office for Mexico, Central America and the Caribbean which supported the Caribbean programme that regards the Caribbean sub-region as one ecologically coherent unit.
- b. The candidate had both the nationality of the US and of Puerto Rico which was recognized as a political entity in the Caribbean.

In his response, the Election Officer emphasized that Puerto Rico was not a State in the sense of Article 5 of the IUCN Statutes and IUCN must consistently adhere to the international community's interpretation of the status of States and other territories in order to be effective and keep politics at a distance from the biodiversity conservation agenda. The fact that cooperation within IUCN between Members and the Secretariat was organized on the basis of ‘operational regions’, such as the Caribbean, which do not necessarily overlap with the Statutory Regions, such as North America and the Caribbean, did not change in any way the provisions of IUCN's Statutes with regard to the election of Regional Councillors.

As it had not been the intention for the candidate for “Caribbean Councillor” to compete against the other candidate from the US, IUCN Members from the sub-region subsequently nominated another candidate from another State part of the Caribbean and hoped that a solution could be found for what they considered to be a structural problem in IUCN. In her response to the letter she had received from the candidate from Puerto Rico who withdrew his candidacy, and supported by the Councillor from the US, the Director General committed to bring this matter to the attention of the next Council (2016-20).

The task

Working group 3 (Sixto Inchaustegui with the support of Luc De Wever) is requested to study and make a recommendation to GCC during the 95th Council meeting, with the support of the Legal

Adviser. This may include but is not limited to proposing procedures, a legal interpretation, and/or amendments to the Statutes which should be effective before the Call for nominations for election candidates is launched (expected for September 2019).

Working group's considerations

Despite the complexity of this issue which has legal and political dimensions, and the particularities of the case involving Puerto Rico, the IUCN Members from the Caribbean understand that this issue has relevance for other territories, in the Caribbean as well as in other parts of the world, and expect the IUCN Council to examine possible solutions with the purpose of avoiding that certain constituencies be excluded from full participation in IUCN's governance.

They hope an adequate solution can be found that applies during the nominations / elections in 2020 but would understand that, if the necessary statutory reforms could only be approved during the 2020 Congress, the solution would only apply from the nominations / elections of 2024 onwards.

Possible solution

Article 70 of the Statutes¹ could inspire an amendment to Article 40 as follows:

Only one Regional Councillor, and only two Chairs of Commissions, shall be from the same State. This does not exclude the election of one additional Regional Councillor from the same State but resident in a dependent territory that is geographically located in a Region, or part of a Region other than that of the State to which it belongs. For the purpose of Article 39, such candidates shall be elected for the Region in which the dependent territory is geographically located.

Such an amendment, if adopted, will require the consequential amendment of the following two provisions of the Regulations:

Regulation 38:

Nominations for candidates from a Region for election as Regional Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. The same conditions apply to the nominations for candidates referred to in Article 40 of the Statutes who are from a dependent territory that is geographically located in a Region, or part of a Region other than that of the State to which it belongs, provided that they are made by Members from the Region in which the dependent territory is geographically located. For the purpose of nomination, an international non-governmental organisation whose constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. All nominations shall be submitted together with an abbreviated curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.

Regulation 39:

Candidates for election as Regional Councillors shall be nationals of a State in the Region concerned, and shall be resident in that Region. This means for candidates, who are from a dependent territory that is geographically located in a Region, or part of a Region other than that of the State to which it belongs, that they shall be nationals of the State to which the dependent territory belongs and shall be resident in the Region in which the dependent territory is geographically located.

¹ Every IUCN Member has the right to join the respective National Committee of its State and participate in the election of only one Regional Committee. If an IUCN Member belongs to a State with territory located in more than one IUCN Region, it may participate in the Regional Committee in the IUCN Region to which the State belongs or to the Region, or part of the Region, in which the Member is geographically located.

Implications

To change the rules and accept to have an exception to the maximum number of Regional Councillors from the same State in order to allow for people residing in dependent territories to be candidate in another Region than where their State is located may create an unbalance in Council and overrepresentation of some States. Take as an example: France may then have up to 4 Regional Councillors in IUCN's Council [1 Regional Councillor for West Europe (residing in France/Europe), 1 for North America and the Caribbean (residing e.g. in Guadeloupe), 1 for Africa (residing e.g. in La Réunion) and 1 for Oceania (residing e.g. in French Polynesia)], plus the possibility of 1 or even 2 Commission Chairs, 1 Treasurer, 1 appointed Councillor and/or 1 President.

For this reason, a change to Article 40 of the Statutes should be looked at globally and not only in relation to candidates coming from a dependent territory.

Other possible options

- a. Would it be an option to give candidates a choice of the Region where they wish to be a candidate, i.e. the Region where their State is geographically located or the Region where the dependent territory is located, similar to Article 70 of the Statutes which gives Members belonging to a State with territory located in more than one Region, a choice whether to participate in the Regional Committee in the IUCN Region to which the State belongs or to the Region, or part of the Region, in which the Member is geographically located.
- b. Would it be an option to state that, in case there are two candidates from the same States applying for two or more different Regions, the Members of the Region concerned shall decide which candidate could apply?
- c. Should the Statutes limit the number of Council members from a single State, no matter in which position they are elected or appointed (Regional Councillor, President, Treasurer, Commission Chairs, appointed Councillor) to, say, 1, 2 or 3?
- d. Would it be an option to have a rule similar to that of Rule 79*bis*, which would state that only the candidates with the highest ranking could be elected? This is however more difficult as two Regional or more are concerned and leave the issue to be solved only at the WCC.
- e. Should the above amendment to Article 70 of the Statutes restrict the number of such candidates to 1 or 2 per Region?

Process

Option 1: if the amendment to the Statutes is expected to be effective during the 2020 nominations and elections, it must be approved by the IUCN Members by electronic vote before the call for nominations is issued, which could be as early as June 2019 i.e. at the time of the Regional Conservation Forums (May through August 2019), but which should be issued at the latest on 10 September 2019 in accordance with Regulations 30 and 37. This will, in other words, require a Council decision in October 2018 to approve the motion proposing the amendment for the purpose of submitting it to an e-vote by IUCN Members which should be launched soon after the 95th Council meeting taking into account that it takes between 5 and 6 months to complete the procedure (including an electronic discussion) provided in Regulation 94. Council could approve at the same time the amendments to the Regulations in first reading, with approval in second reading following at its 96th meeting in March 2019 subject to any changes required as a result of the outcome of the electronic vote of the IUCN Members on the proposed amendments to the Statutes.

Option 2: the Council approves the motion proposing the amendment to the Statutes for the purpose of consulting the membership during the Regional Conservation Forums (May through August 2019) and subsequently decides, at its 97th meeting (October 2019) or 98th meeting (January 2020), to present it to the 2020 Congress for adoption. According to the Statutes, the amendment must be distributed to the IUCN Members in the three official languages at the latest on 10 March 2020.

Areas for improvement	Required outcome	Timeline	Source	Action required
<p>C.2 Clarify Regulation 94 regarding the procedures for electronic votes of the IUCN Members based on experience: e.g.</p> <p>a. Specify whether quorum of Article 36 Statutes is achieved when IUCN Members receive the URL;</p> <p>b. Specify whether not responding to a voting question will be regarded as having abstained in the same way as clicking the “abstention” button.</p> <p>c. Clarify whether abstentions are counted as part of the vote</p>	<p>Clarify voting procedures and guidelines; eventually amend Regulation 94</p>	<p>Council decision by October 2018 (prior to the e-vote on amendments to the Rules regarding the motions process in early 2019)</p>	<p>Rulings by the Legal Adviser on issues raised in the “Guidance note on electronic voting” for votes held in 2015-16</p>	<p>1. Small group GCC makes recommendation to GCC at C95 with the support of Secretariat and Legal Adviser (on the drafting of amendments)</p> <p>2. GCC makes recommendation to C95 for decision</p>

Background

During electronic votes by the membership held in the period 2015-18, the following three specific questions were addressed by way of a ruling of the Legal Adviser based on her authority under Regulation 94 (f) and incorporated in the Guidance note on electronic voting:

- a. Is quorum achieved (under Article 36 (a)) when IUCN Members receive the URL to vote?
- b. Should a Member not voting on a question be regarded as having abstained in the same way as them ticking the “Abstain” option in the question answers?
- c. Should abstentions be counted as part of the vote?

The task

The Working Group will be required to recommend to the GCC / Council whether to codify the Legal Adviser’s interpretations of the Statutes and Regulations on the above questions or to modify them, by amending Regulation 94.

Working group’s considerations

a. Is quorum achieved (under Article 36 (a)) when IUCN Members receive the URL to vote?

Note that the IUCN Statutes do not set out a quorum requirement for Congress (unlike for Council, for example). However, the issue of sufficient representation arises only if Article 36 (a) of the Statutes is invoked.

Article 36 (a) of the IUCN Statutes provides:

“Any decision of the World congress taken in circumstances where:

- (a) Fewer than half the total votes in either Category A or Categories B and C combined were represented at that session of the World Congress, or
- (b) the matter was not on the agenda distributed to Members before the World Congress,

shall be subject to confirmation by mail ballot if, not later than three months after the distribution of the decisions of the World Congress, so requested by a minimum of forty Members eligible to vote from at least three Regions. Pending such confirmation the decision of the World Congress shall be suspended. ...”

The current interpretation, confirmed by the Legal Adviser, is that when electronic votes take place, the quorum is always achieved because every Member accredited for the vote receives a URL link at the email address confirmed by the Member prior to the opening of the vote and is therefore considered “represented”. It is the equivalent of an accredited Member present at the World Conservation Congress who has received the electronic voting card at the registration desk.

b. Should a Member not voting on a question be regarded as having abstained in the same way as them ticking the “Abstain” option in the question answers?

Regulation 40bis which governs electronic voting during Congress provides that “[...] Members who choose not to cast a vote electronically shall be declared to have abstained. [...]”

By analogy with Regulation 40bis, non-votes during electronic votes held between sessions of the Congress have been treated as abstentions. Before the electronic vote takes place, Members have been sensitized to this through the Guidance Note that sets out this information:

Do I have to vote on every single motion?

No, you do not need to vote on every single motion. However, if you choose not to cast your vote on a specific motion, you will be considered as having abstained on that particular motion in line with Regulation 40bis.

Following an electronic vote, it is possible for Secretariat to provide statistics on Members who have voted and abstained as well as those who have not voted at all. This could be useful if Council wishes to make a more in-depth analysis on Member behaviour during the vote.

c. Should abstentions be counted as part of the total number of votes?

This point is currently being discussed by the GCC’s task force to update the motions process. In order to avoid duplication of work, we are proposing to remove this point from this working group’s tasks.

However, for information, according to Article 32 of the Statutes, abstentions shall not be counted as votes cast.

Possible solution

The working group does not propose any amendments to the Statutes and recommends that the current interpretation of Article 36 (a) should continue to be applied.

This position will be reviewed once the outcome of the discussions held by the GCC Task Force on the motions process on point c. above are published.

Areas for improvement	Required outcome	Timeline	Source	Action required
B.1 Modify the terminology of the Statutes to make it clear – and avoid any possible confusion - that 1) “Regional Councillors” have, in the first place, global responsibilities; 2) the Chairs of the Commissions are full members of the Council and 3) Article 62 of the Statutes applies to all Council members.	IUCN membership decision to amend the Statutes	Council approval of proposal by Oct 2018 for approval by e-vote IUCN Members prior to Call for nominations	Proposal tabled at Council Retreat during C92	A GCC WG transmits its recommendation, prepa-red with the support of the Legal Adviser, to GCC for presentation to Council at C95

Background

A proposal tabled at the Council Retreat during Council Meeting 92 in February 2017 (and subsequent meetings of Council), suggested to modify the terminology of the Statutes to make it clear – and avoid any possible confusion – that:

- 1) “Regional Councillors” have, in the first place, global responsibilities;
- 2) The Chairs of the Commissions are full members of the Council and
- 3) Article 62 of the Statutes applies to all Council members.

The task

Group 1 composed of the IUCN Governance Constituency Members, Mamadou Diallo and Masahiko Horie supported by the Chair of GCC have reviewed the three points and proposed some changes to the Statutes. The Legal Advisor subsequently drafted proposed statutory revisions and put forward some additional points to further inform the GCC in their decisions including options for process and a second option for statutory reform. This paper serves to integrate these two processes and a basis for discussion in the GCC at the 95th Council meeting, October 2018.

Considerations (Working Group)

Point 1) “Regional Councillors” have, in the first place, global responsibilities;

The term “Regional” has been criticized at times because:

- At face value, it suggests that Regional Councillors have regional responsibilities as opposed to global responsibilities, notwithstanding the existence of Article 62. While it may be argued that this refers to how they are elected rather than function, this impression persists in part because none of the other designations in Council such as the President, the Commission Chairs and the Treasurer (with the exception of the additional councillor) are referred to by a term that denotes process.

- It does not help Council members put forward their independent view on matters on the agenda of Council rather than the views that the Members from their Region would like them to pursue.
- It has not prevented some Council members from acting as representatives of the Members from their Region.

Point 2) the Chairs of the Commissions are full members of the Council

It appeared necessary to clarify that the Chairs of the Commissions are full members of the Council, in particular where the use of the term “Councillors” might give the impression that it does not include the Commission Chairs.

As they are, the Statutes already provide clearly that Chairs of the Commissions are full members of the Council. In particular, Article 38(c) stipulates that “the Chairs of the Commissions;” are “members of the Council”.

Therefore, the Working Group does not see the necessity to make any amendments to statutory or regulatory provisions.

Point 3) Article 62 of the Statutes applies to all Council members

Article 62 currently reads “Members of the Council shall serve IUCN in their personal capacities and not as representatives of their respective States or organisations.” Because it expressly states “Members of the Council”, the Working Group considers that the provisions are sufficiently clear and, therefore, it does not see the necessity to make any amendments to statutory or regulatory provisions.

Proposed solutions related to point 1

Re “point 1) “Regional Councillors” have, in the first place, global responsibilities”, the Working Group proposes to delete “Regional” in Articles 38 (d), 38 (e), 39, 40, 41 and insert “elected” in the places of deleted “Regional” in Articles 39, 40, 41. Additional amendments were also proposed to achieve synchronicity including Articles 20(h), 28, 39, 72; Rules of Procedure 80 and 81; and regulations 36, 37, and 57. The Legal Advisor was requested to provide a full list of changes needed. The proposed amendments are outlined in the Option A and related Annex I.

Additional amendments could be proposed to address other points, including a perceived gap in the definition of the term of office of the Councillor from the State where IUCN is domiciled.

Option A: Change the terminology re Regional Councillors throughout the Statutes, Rules of Procedures and Regulations (Working Group)

Rationale: This option responds to the perception that the word “regional” coupled with “Councillor” triggers confusion as to the role of certain Council members, as elaborated above.

The Legal Adviser suggests however that it is difficult to find terminology to adequately identify the category of Council members in question while not referring to “Region”. Proposed new terminology is as follows:

1. ‘Elected Councillors’; this is the proposal of the Working Group. Care will need to be taken not to conflate this with the term “Council members”, which includes the President, Treasurer, Commission Chairs and two appointed Councillors
2. ‘Councillors as per Article 39’. This could be somewhat cumbersome;
3. ‘Councillors nominated by the World Conservation Congress’. This refers to Article 12 (b) (iii), but it could be somewhat cumbersome.

Implications

As already stated if the GCC/Council ascertains that it is advisable to replace the word “Regional” with another word, an amendment of about 21 articles of the Statutes, Rules of Procedures and Regulations would be required. The proposed amended provisions are shown in Annex I attached to this paper. It outlines the current article, rule or regulation, the proposed amendment in ‘tracked changes’, and comments for some of the amendments.

Option B: Do not change the current terminology, but further clarify Article 62 of the Statutes (Legal Adviser)

The opinion of the Legal Adviser is that Statutes are sufficiently clear about the fact that Regional Councillors have a global role and are meant to act in their individual capacity (Stat. 62) and not as representatives of their Region. However, considering that the perception seems to be different in practice, the Legal Adviser suggests as an alternative to option 1 that the GCC considers not proposing amendments to the current terminology, but rather makes any clarification related to global (i.e. IUCN as a whole) role of members in Council through Article 62 as in option B below. This may also allow to clarify all types of representation that would not be accepted.

The Legal Adviser notes that the term “regional” is not meant to only designate roles but is indicative of how these councillors are elected. The Legal Advisor recommends that it is important to keep the understanding throughout the Statutes of the different categories of Council members because:

- It is common for a governing body like Council to be composed of individuals of various backgrounds, various representations, with various titles and expertise and even role, even if their voting powers are the same;

- Under Swiss law (to which IUCN is subjected), it is accepted that board members of associations may have different titles and role (such as President, Treasurer, Secretary);
- Generally speaking, identifying specific categories of Council members facilitates referring to them in sections relevant to their nomination, election/appointment, term of office, function, etc., which often differs from one category to the other;
- Particularly in the case of the Regional Councillors, although Members of Council act on their individual capacity, there is an expectation that Council be representative of the Regions of the Union. This makes sense as Regions count considerably for IUCN in terms of its objectives (Art. 2 and 3) and its organisation (Art. 16). Regional Councillors are nominated by their Regions and they undoubtedly bring the geographical knowledge/experience and cultural sensitivity that are an asset in dealing of matters of regional nature, while maintaining the interests of IUCN as a whole in mind.

The Legal Advisor therefore proposes that the GCC recommends to Council that it amends Article 62 to specifically preclude representation of the Region under which the Councillor was nominated and of any Commission to which the member of Council may be linked.

Rationale: This safeguards a nomenclature and differentiation that serves a purpose in the statutory and regulatory provisions.

The detailed changes appear in Annex II attached to this paper.

Process for amending the Statutes

Option 1

If the amendment to the Statutes is expected to be effective during the 2020 nominations and elections, it must be approved by the IUCN Members by electronic vote before the call for nominations is issued, which could be as early as June 2019 i.e. at the time of the Regional Conservation Forums (May through August 2019), but which should be issued at the latest on 10 September 2019 in accordance with Regulations 30 and 37. This will, in other words, require a Council decision in October 2018 to approve the motion proposing the amendment for the purpose of submitting it to an e-vote by IUCN Members which should be launched soon after the 95th Council meeting taking into account that it takes between 5 and 6 months to complete the procedure (including an electronic discussion) provided in Regulation 94.

Council would need to approve at the same time the amendments to the Regulations in first reading, with approval in second reading following at its 96th meeting in March or April 2019 subject to any changes required as a result of the outcome of the electronic vote of the IUCN Members on the proposed amendments to the Statutes.

Option 2

The Council approves the motion proposing the amendment to the Statutes for the purpose of consulting the membership during the Regional Conservation Forums (May through August 2019) and subsequently decides, at its 97th meeting (October 2019) or 98th meeting (January 2020), to present it to the 2020 Congress for decision. According to the Statutes, the amendment must be distributed to the IUCN Members in the three official languages at the latest on 10 March 2020.

Opinion and recommendation of the Legal Adviser on process

Should the GCC / Council decide to pursue with proposing amendments to the Statutes – whether through Option A or Option B, the Legal Adviser recommends the proposal be submitted to WCC within the context of the standard motions process, i.e. with the other governance-related motions which may be discussed online prior to the session but are actually voted upon only at the session of WCC in June 2020. In this way, any amendments adopted by WCC will become effective at the close of the session where they were adopted.

In the opinion of the Legal Adviser pursuant to Rule 45 bis (d)¹ (which was adopted in 2015 with the new motions' process), Congress has decided that motions pertaining to the governance of IUCN, including amendments to the IUCN Statutes and Rules of Procedures, shall be submitted to the Members' Assembly for discussion and vote. This type of motions was considered of such importance that they could not be decided by electronic vote (unlike motions pertaining to the general policy of IUCN, which can be submitted to the electronic vote except if they warrant debate at the global level during Congress).

¹ 45 bis: The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting, on ... (d) Motions pertaining to the governance of IUCN including amendments to the IUCN Statutes and Rules of Procedure, if any are proposed.

OPTION 1

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
1.	<u>Rights and Obligations of Members</u> Article 12. of the Statutes (b) (iii) to nominate to the World Congress candidates for election as Regional Councillors;	<u>Rights and Obligations of Members</u> Article 12. of the Statutes (b) (iii) to nominate to the World Congress candidates for election as Elected Councillors;	<u>Rights and Obligations of Members</u> Article 12. of the Statutes (b) (iii) to nominate to the World Congress candidates for election as Elected Councillors;	
2.	<u>Functions</u> Article 20. of the Statutes (h) to elect the President, Treasurer, Regional Councillors and Chairs of Commissions;	<u>Functions</u> Article 20. of the Statutes (h) to elect the President, Treasurer, Elected Councillors and Chairs of Commissions;	<u>Functions</u> Article 20. of the Statutes (h) to elect the President, Treasurer, Elected Councillors and Chairs of Commissions;	
3.	<u>Elections</u> Article 28. of the Statutes The Regional Councillors shall be elected by the World Congress in accordance with Article 39 and the Regulations	<u>Elections</u> Article 28. of the Statutes The Elected Councillors shall be elected by the World Congress in accordance with Article 39 and the Regulations	<u>Elections</u> Article 28. of the Statutes The Elected Councillors shall be elected by the World Congress in accordance with Article 39 and the Regulations	
4.	<u>The Council Composition</u> Article 38. of the Statutes The members of the Council are: (d) the Regional Councillors;	<u>The Council Composition</u> Article 38. of the Statutes The members of the Council are: (d) the Elected Councillors;	<u>The Council Composition</u> Article 38. of the Statutes The members of the Council are: (d) the Elected Councillors;	
5.	<u>The Council Composition</u> Article 38. of the Statutes	<u>The Council Composition</u> Article 38. of the Statutes	<u>The Council Composition</u> Article 38. of the Statutes	

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
	The members of the Council are: (e) a Councillor from the State in which IUCN has its seat, appointed by the Council, provided that one from that State has not been elected Regional Councillor; and	The members of the Council are: (e) a Councillor from the State in which IUCN has its seat, appointed by the Council, provided that one from that State has not been elected Elected Councillor; and	The members of the Council are: (e) a Councillor from the State in which IUCN has its seat, appointed by the Council, provided that one from that State has not been elected Elected Councillor; and	
6.	<u>The Council Composition</u> Article 39. of the Statutes There shall be a total of twenty-eight Regional Councillors. The number of elected Councillors for each Region shall be as follows: four (4) for Africa; four (4) for Meso and South America; three (3) for North America and the Caribbean; five (5) for South and East Asia; three (3) for West Asia; three (3) for Oceania; three (3) from West Europe, and three (3) from East Europe, North and Central Asia	<u>The Council Composition</u> Article 39. of the Statutes There shall be a total of twenty-eight Elected Councillors. The number of Elected Councillors for each Region shall be as follows: four (4) for Africa; four (4) for Meso and South America; three (3) for North America and the Caribbean; five (5) for South and East Asia; three (3) for West Asia; three (3) for Oceania; three (3) from West Europe, and three (3) from East Europe, North and Central Asia	<u>The Council Composition</u> Article 39. of the Statutes There shall be a total of twenty-eight Elected Councillors. The number of Elected Councillors for each Region shall be as follows: four (4) for Africa; four (4) for Meso and South America; three (3) for North America and the Caribbean; five (5) for South and East Asia; three (3) for West Asia; three (3) for Oceania; three (3) from West Europe, and three (3) from East Europe, North and Central Asia	
7.	<u>The Council Composition</u> Article 40. of the Statutes Only one Regional Councillor, and only two Chairs of Commissions, shall be from the same State.	<u>The Council Composition</u> Article 40. of the Statutes Only one Elected Councillor, and only two Chairs of Commissions, shall be from the same State.	<u>The Council Composition</u> Article 40. of the Statutes Only one Elected Councillor, and only two Chairs of Commissions, shall be from the same State.	
8.	The Council	The Council	The Council	Amending to make

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
	<p><u>Composition</u> Article 41. of the Statutes</p> <p>The terms of office of the President, Treasurer, Regional Councillors and Chairs of Commissions shall extend from the close of the ordinary session of the World Congress at which they are elected, until the close of the next ordinary session of the World Congress. The appointed Councillor shall serve for the remainder of the term for which the other Councillors are elected.</p>	<p><u>Composition</u> Article 41. of the Statutes</p> <p>The terms of office of the President, Treasurer, Elected Councillors and Chairs of Commissions shall extend from the close of the ordinary session of the World Congress at which they are elected, until the close of the next ordinary session of the World Congress. The appointed Councillors shall serve for the remainder of the term for which the other Councillors are elected.</p>	<p><u>Composition</u> Article 41. of the Statutes</p> <p>The terms of office of the President, Treasurer, Elected Councillors and Chairs of Commissions shall extend from the close of the ordinary session of the World Congress at which they are elected, until the close of the next ordinary session of the World Congress. The appointed Councillors shall serve for the remainder of the term for which the other Councillors are elected.</p>	<p>“appointed Councillors” plural will enable to provide for the term of both appointed Councillors, i.e. that in Art. 38 (e) and that in Art. 38 (f).</p>
9.	<p><u>The Council Composition</u> Article 43. of the Statutes</p> <p>The Council may fill any vacancies for the President, Treasurer, Councillors and Chairs of Commissions that may occur, for the balance of the term concerned.</p>	<p><u>The Council Composition</u> Article 43. of the Statutes</p> <p>The Council may fill any vacancies for the President, Treasurer, Councillors (whether Elected or appointed) and Chairs of Commissions that may occur, for the balance of the term concerned.</p>	<p><u>The Council Composition</u> Article 43. of the Statutes</p> <p>The Council may fill any vacancies for the President, Treasurer, Councillors (whether Elected or appointed) and Chairs of Commissions that may occur, for the balance of the term concerned.</p>	
10.	<p><u>The National and Regional Committees and Regional Fora</u> Article 72. of the Statutes</p> <p>Regional Councillors and other members of the Council resident in a State or Region where such</p>	<p><u>The National and Regional Committees and Regional Fora</u> Article 72. of the Statutes</p> <p>Elected Councillors and other Members of the Council resident in a State or Region where such</p>	<p><u>The National and Regional Committees and Regional Fora</u> Article 72. of the Statutes</p> <p>Members of the Council resident in a State or Region where such Committees and Regional Fora</p>	

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
	Committees and Regional Fora have been established, shall be invited to participate in the meetings and activities of the corresponding National and Regional Committees and Regional Fora. Members of the Commissions resident in such State or Region, may be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora.	Committees and Regional Fora have been established, shall be invited to participate in the meetings and activities of the corresponding National and Regional Committees and Regional Fora. Members of the Commissions resident in such State or Region, may be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora.	have been established, shall be invited to participate in the meetings and activities of the corresponding National and Regional Committees and Regional Fora. Members of the Commissions resident in such State or Region, may be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora.	
11.	<p><u>Nominations and Method of Voting in Elections</u> Rule 80. of the Rules of Procedure</p> <p>Where the number of candidates for Regional Councillors is the same or less than the number of vacancies in the Region for which they are nominated, each candidate shall be voted on individually. Should a candidate not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C combined, the position of the Regional Councillor shall be filled by the new Council.</p>	<p><u>Nominations and Method of Voting in Elections</u> Rule 80. of the Rules of Procedure</p> <p>Where the number of candidates for <u>Elected</u> Councillors is the same or less than the number of vacancies in the Region for which they are nominated, each candidate shall be voted on individually. Should a candidate not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C combined, the position of the <u>Elected Councillor for the Region concerned</u> shall be filled by the new Council.</p>	<p><u>Nominations and Method of Voting in Elections</u> Rule 80. of the Rules of Procedure</p> <p>Where the number of candidates for Elected Councillors is the same or less than the number of vacancies in the Region for which they are nominated, each candidate shall be voted on individually. Should a candidate not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C combined, the position of the Elected Councillor for the Region concerned shall be filled by the new Council.</p>	<p>Re the amendment “for the Region concerned”, the assumption is that, even if the position is filled by the new Council, the regional proportions prescribed in Art. 39 must still be respected.</p> <p>QUESTION: will the filling be made through a vote (as in WCC)? Or rather an appointment? If the latter, presumably, because the regional proportions are still respected, all provisions related to “Elected Councillor” still apply (as</p>

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
				opposed to the individual being considered as an appointed Councillor).
12.	<p><u>Nominations and Method of Voting in Elections</u> Rule 81. of the Rules of Procedure</p> <p>Where there is more than one candidate for the post of the President, Treasurer, Regional Councillor or Commission Chair:</p>	<p><u>Nominations and Method of Voting in Elections</u> Rule 81. of the Rules of Procedure</p> <p>Where there is more than one candidate for the post of the President, Treasurer, Elected Councillor or Commission Chair:</p>	<p><u>Nominations and Method of Voting in Elections</u> Rule 81. of the Rules of Procedure</p> <p>Where there is more than one candidate for the post of the President, Treasurer, Elected Councillor or Commission Chair:</p>	
13.	<p><u>Nominations and Method of Voting in Elections</u> Rule 81. of the Rules of Procedure</p> <p>(c) where three or more persons are to be elected from among four or more candidates to serve as Regional Councillors for a Region, the vote shall be cast by placing an 'X' against the names of preferred candidates up to the maximum number of the candidates to be elected for that Region. Where more than one candidate is nominated from the same State, only the candidate receiving the greater number of votes may be elected;</p>	<p><u>Nominations and Method of Voting in Elections</u> Rule 81. of the Rules of Procedure</p> <p>(c) where three or more persons are to be elected from among four or more candidates to serve as Elected Councillors for a Region, the vote shall be cast by placing an 'X' against the names of preferred candidates up to the maximum number of the candidates to be elected for that Region. Where more than one candidate is nominated from the same State, only the candidate receiving the greater number of votes may be elected;</p>	<p><u>Nominations and Method of Voting in Elections</u> Rule 81. of the Rules of Procedure</p> <p>(c) where three or more persons are to be elected from among four or more candidates to serve as Elected Councillors for a Region, the vote shall be cast by placing an 'X' against the names of preferred candidates up to the maximum number of the candidates to be elected for that Region. Where more than one candidate is nominated from the same State, only the candidate receiving the greater number of votes may be elected;</p>	
14.	<p>Title in Regulations</p> <p>Elections: Regional Councillors</p>	<p>Title in Regulations</p> <p>Elections: Elected Councillors</p>	<p>Title in Regulations</p> <p>Elections: Elected Councillors</p>	

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
15.	<p>Regulation 37.</p> <p>At least nine months before each ordinary session of the World Congress the Members in Categories A and B shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as Regional Councillors. Such invitation shall be accompanied by a list of the Regional Councillors in office, indicating those who are eligible for reelection.</p>	<p>Regulation 37.</p> <p>At least nine months before each ordinary session of the World Congress the Members in Categories A and B shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as <u>Elected</u> Councillors. Such invitation shall be accompanied by a list of the <u>Elected</u> Councillors in office, indicating those who are eligible for reelection.</p>	<p>Regulation 37.</p> <p>nine months before each ordinary session of the World Congress the Members in Categories A and B shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as Elected Councillors. Such invitation shall be accompanied by a list of the Elected Councillors in office, indicating those who are eligible for reelection.</p>	
16.	<p>Regulation 38.</p> <p>Nominations for candidates from a Region for election as Regional Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. All nominations shall be submitted together with an abbreviated</p>	<p>Regulation 38.</p> <p>Nominations for candidates from a Region for election as <u>Elected</u> Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. All nominations shall be submitted together with an abbreviated</p>	<p>Regulation 38.</p> <p>Nominations for candidates from a Region for election as Elected Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. All nominations shall be submitted together with an abbreviated</p>	

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
	curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.	curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.	curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.	
17.	Regulation 39. Candidates for election as Regional Councillors shall be nationals of a State in the Region concerned, and shall be resident in that Region.	Regulation 39. Candidates for election as <u>Elected</u> Councillors <u>for one Region</u> shall be nationals of a State in the Region concerned, and shall be resident in that Region.	Regulation 39. Candidates for election as Elected Councillors for one Region shall be nationals of a State in the Region concerned, and shall be resident in that Region.	
18.	Regulation 40. Nominations received from Members within a Region for election as Regional Councillors from that Region shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in	Regulation 40. Nominations received from Members within a Region for election as <u>Elected</u> Councillors from that Region shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in	Regulation 40. Nominations received from Members within a Region for election as Elected Councillors from that Region shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in	

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
	case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.	case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.	case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.	
19.	<u>Appointments and Vacancies</u> Regulation 45 (b) a Councillor from Switzerland, chosen after consultation with the Swiss authorities, if a Regional Councillor from Switzerland has not been elected;	<u>Appointments and Vacancies</u> Regulation 45 (b) a Councillor from Switzerland, chosen after consultation with the Swiss authorities, if an Elected Councillor from Switzerland has not been elected;	<u>Appointments and Vacancies</u> Regulation 45 (b) a Councillor from Switzerland, chosen after consultation with the Swiss authorities, if an Elected Councillor from Switzerland has not been elected;	
20.	<u>Duties of Council Members</u> Regulation 48. (c) Consistent with all the duties assigned to them under the Statutes, Rules of Procedure and Regulations of IUCN, the Vice-Presidents shall:	<u>Duties of Council Members</u> Regulation 48. (c) Consistent with all the duties assigned to them under the Statutes, Rules of Procedure and Regulations of IUCN, the Vice-Presidents shall:	<u>Duties of Council Members</u> Regulation 48. (c) Consistent with all the duties assigned to them under the Statutes, Rules of Procedure and Regulations of IUCN, the Vice-Presidents shall:	The assumption is that the self-assessment concerns all members of Council; the alternative would be to exclude the President, Treasurer and Chairs of the Commissions; for the sake of clarity, the Reg. could

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
	(iii) prepare and submit to Council a written synthesis of Councillors' self-assessments;	(iii) prepare and submit to Council a written synthesis of <u>members of Council</u> ' self-assessments;	(iii) prepare and submit to Council a written synthesis of members of Council' self-assessments	then read (revision in yellow highlight) "prepare and submit to Council a written synthesis of Councillor's - whether Elected or appointed – self-assessments;"
21.	<u>Functions and Composition of the Bureau</u> Regulation 57. (c) The two Vice-Presidents and two Regional Councillors shall serve only through the first half of the term, and for the second half of the term shall be replaced by Councillors from other Regions and the two other Vice-Presidents.	<u>Functions and Composition of the Bureau</u> Regulation 57. (c) The two Vice-Presidents and two <u>Elected</u> Councillors shall serve only through the first half of the term, and for the second half of the term shall be replaced by Councillors – <u>whether Elected or appointed</u> - from <u>different Regions than the previous Elected Councillors</u> and the two other Vice-Presidents.	<u>Functions and Composition of the Bureau</u> Regulation 57. (c) The two Vice-Presidents and two Elected Councillors shall serve only through the first half of the term, and for the second half of the term shall be replaced by Councillors – whether Elected or appointed - from different Regions than the previous Elected Councillors and the two other Vice-Presidents.	

ANNEX II

OPTION 2

Amend. #	Existing provisions of the IUCN Statutes, Rules of Procedure and Regulations	Amendments (with track changes)	New text of the IUCN Statutes, Rules of Procedure and Regulations as amended (all track changes 'accepted')	Comments
1.	Article 62 of the IUCN Statutes Members of the Council shall serve IUCN in their personal capacities and not as representatives of their respective States or organisations.	Article 62 of the IUCN Statutes Members of the Council shall serve IUCN in their personal capacities and not as representatives of their respective <u>(i) governments, or organisations, (ii) nominating IUCN Members, (iii) States or Regions or (iv) memberships to any Commissions.</u>	Article 62 of the IUCN Statutes Members of the Council shall serve IUCN in their personal capacities and not as representatives of their respective (i) governments ,or organisations, (ii) nominating IUCN Members, (iii) States or Regions or (iv) memberships to any Commissions.	This revision precludes typical representations

Legal Opinion

Membership and Right to vote of Commissions in National and/or Regional Committees

Addressed to: Governance and Constituency Committee (“GCC”);
Origin: Sandrine Friedli Cela, Legal Adviser, with contribution from ...

Date: 19 September 2018

Questions raised during the GCC meeting of April 29th 2018, rephrased:

1. Would it be possible to accept that the Committees, who currently have by-laws granting voting rights to Commissions, continue with this practice? In particular,
 - a) Can this practice be considered in conformity with the Statutes if Commissions vote only on programmatic issues?
 - b) Could the voting rights granted and exercised in the past be considered as acquired rights, so that the existing practice may be tolerated?
2. If this is not possible, should the GCC consider proposing a change to the Statutes in order to enable them to do so?

A. Background

In 2017, at the submission by Ecuador National Committee of revised by-laws for Council’s approval, the question of voting rights of Commission Focal Points / Commission Deputy Chair at National/Regional Committees was raised. The Legal Adviser advised the Ecuador National Committee that its proposal a) to integrate IUCN Commission members as “component of the National Committee” and b) to grant a voting right to representatives of the Commission was not in conformity with the IUCN’s Statutes and Regulations.

Considering that a few other National or Regional Committees in South America have provided for voting rights for Commission members or representatives in their by-laws since many years (e.g. the Regional Committee for Mesoamerica), the matter was discussed at the GCC meeting of 29 April 2018 to ascertain how to rule on already existing situations. In this context, the following questions were raised:

- a) Would it be possible to accommodate the current modus operandi, adopted by certain Committees, “whilst taking into account the Statutes”, for example by accepting that Commissions vote only on programmatic issues or by considering that Commissions’ representatives have acquired voting rights in the Committees meetings?
- b) If this is not possible, should an amendment to the Statutes be proposed by Council in order to allow the Commissions to participate in National and Regional Committees, with voting rights?

B. Legal framework

Key IUCN statutory and regulatory provisions regarding the composition of National and Regional Committees and their cooperation with other components of IUCN, particularly Commissions (emphasis added):

IUCN Statutes

Stat. 66

*// Members of IUCN within a State, a Region or a part of a Region may organize committees **restricted to Members of IUCN or their representatives** to facilitate **cooperation among Members**, coordination of the components of IUCN, and **participation of Members in the programme and governance of IUCN**. A proposal to create such National or Regional Committees shall be made in accordance with the Regulations.//*

Stat. 71

// National and Regional Committees:

(...)

(c) shall work in partnership with the Secretariat and the Commissions and any in-country National or Regional Committees to formulate, coordinate and implement the Programme of IUCN.//

Stat. 72.

*// Regional Councillors and other members of the Council resident in a State or Region where such Committees and Regional Fora have been established, shall be invited to participate in the meetings and activities of the corresponding National and Regional Committees and Regional Fora. **Members of the Commissions** resident in such State or Region, **may be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora.**//*

Stat. 75.

// The functions of the Commissions shall be to fulfil their missions as defined in their mandates, including:

(a) to analyse issues and prepare assessments, reports, action plans, criteria and methodology and undertake research and other scientific and technical work;

(b) to undertake tasks assigned to them within the integrated programme of IUCN;

*(c) to **provide advice on any matter within their fields of competence**;*

(d) to broaden knowledge and competence on matters relating to their mandates;

*(e) to **work with Members and the Secretariat to develop activities within the various Regions, and to support Members and components of IUCN with necessary expertise**; and*

(f) to undertake such other responsibilities as may be assigned to them by the World Congress and the Council.//

Regulations

Reg. 61

// To be eligible for recognition by the Council, National Committees shall:

*(a) **open their membership to all IUCN Members in their State**; and*

(b) comprise the majority of Members in their State.//

Reg. 62.

*// To be eligible for recognition a Regional Committee shall be constituted through a process in which **all IUCN Members in the Region or part of the Region** are entitled to participate on equal terms.//*

Reg. 64bis.

*// **If the IUCN Members of a National or Regional Committee** dissolve the Committee, the IUCN Members in that State or Region shall inform the Council, through the Director General.//*

C. The Questions

1. Would it be possible to accept that the Committees, who currently have by-laws granting voting rights to Commissions to continue with this practice?

1.a Can this practice be considered in conformity with the Statutes if Commissions vote only on programmatic issues?

The Statutes of IUCN are very clear about the composition of the National and Regional Committees, i.e., they are "... restricted to Members of IUCN..." (Stat. 66). The Regulations reinforce this provision. Therefore, it would be inconsistent with the Statutes and Regulations to accept Commissions themselves or Commissions' members as "component" / "member" of a Committee.

Furthermore, it is a generally accepted principle (under Swiss law, to which IUCN is subjected but also in other jurisdiction), that only "component"/ "members" of an association (i.e. a group of people or institutions organized for a joint purpose) shall have voting rights. This means that Commission members or representatives cannot be granted voting rights, since they cannot be members of the Committees. This is also reinforced in the Statutes and Regulations by the fact that it is IUCN Members' prerogative to decide on the constitution of a National and Regional Committee to facilitate their participation in the programme and governance of IUCN (Stat. 66, Reg. 62), its dissolution (Reg. 64bis) and its rules of procedure (Regs. 63, 66 and 67).

In consideration of their composition, one can compare the National and Regional Committees at local and regional level with that of the World Conservation Congress (WCC) at a global level. Only Members of IUCN in specific categories can vote on matters relevant to the Union. Voting rights within IUCN are a prerogative of the World Conservation Congress at the exclusion of all the other components of IUCN – including the Commissions. As per IUCN's Rules of Procedures "Members of Commissions, Honorary Members and Patrons may attend the World Congress as observers." (Rule 9) In the same way, Commission members may be invited to attend meetings of the National and Regional Committee as observers (Stat. 72).

The above is coherent also in the sense that each component of IUCN (WCC, Council, National and Regional Committees, Commissions and Secretariat) has a specific role under the Statutes, which must be exercised within the framework established by the Statutes.

National and Regional Committees of IUCN Members aim "to facilitate cooperation among Members, coordination of the components of IUCN, and participation of Members in the programme and governance of IUCN" (Stat. 66). The Commissions' mission is to "develop and advance the institutional knowledge and experience and objectives of IUCN" (Stat. 73) and they fulfil their mission, among others, by supporting "Members and components of IUCN with necessary expertise (Stat 75 (e)).

The components of IUCN are expected to collaborate to achieve IUCN's objectives and mission and the Statutes and Regulations provide for the framework within which such collaboration should happen. The One Programme Charter¹ reinforces this idea of collaboration by recognizing that the components of IUCN should work together to develop, implement and advance IUCN's Programme of work and that they should do so in respecting each other's role as established by the Statutes and Regulations². The collaboration between the National and Regional Committees and other components of IUCN (including the Commissions) is defined in the Statutes (Stats. 66 and 71 (c)) and Regulations (Reg. 66 (g)). Such coordination and cooperation does not require nor does it imply membership within the National or Regional Committee, with voting rights. And this even if the right to vote was restricted only to one representative of a Commission, voting on behalf of the Commission, or to programmatic issues. One of the main scopes of the Committees is "to facilitate participation of Members in the programme and governance of IUCN" (Stat. 66), and the Commissions have other ways to participate in the programme and the governance of IUCN (for example by undertaking "tasks assigned to them within the integrated programme of IUCN" or providing "advice on any matters within their field of competence" (Stat. 75) and through the participation of the Chairs of the Commissions in Council (Stat. 38(c)). Such vote would therefore, in my sense, affect the equilibrium between the different components of IUCN created by the Statutes and Regulations, and would assign to the Commissions a role which they currently do not have under the Statutes and Regulations. It would also dilute the IUCN's Members voting rights and influence within the Committees.

¹ "We, the different parts of IUCN – government and NGO Members, Council, National and Regional Committees of Members, Commissions of experts, and the Secretariat – work together to develop, implement and advance IUCN's Programme of work."

² "The different parts of IUCN each have specific Programme roles as defined by IUCN statutes, agreements and practices."

Finally, in a situation where Commission members had voting rights (even if on programmatic matters only), for the sake of sound procedures and good governance principles (i.e. elimination of conflict of interest), they would have to recuse themselves in all cases where they provided advice on the matter being considered.

For the above reasons and as already explained, I consider that accepting that a) Commissions, members of IUCN Commissions, or one representative of each Commission, become member/s of a National Committee or Regional Committee and/or b) they be granted a right to vote at meetings of the Committees would be contrary to IUCN's Statutes and Regulations, even if this right would be limited to programmatic issues.

1.b Could the voting rights granted and exercised in the past be considered as acquired rights, so that the existing practice may be tolerated?

As per Reg. 63, if the by-laws of a National or Regional Committee are not in conformity with the Regulations, the Committee may not be considered for recognition by Council. In light of this, Committees whose by-laws provide for membership and/or voting rights of non-IUCN Members (which are inconsistent with the Statutes) should not be recognized. It is unclear why and how certain voting rights for Commissions/Commission members have been allowed through the by-laws of some National or Regional Committees (it is possible that such Committees were recognised before sound by-laws templates were proposed and approved in 2003³).

So the question is whether the rights granted to the Commissions should be considered as acquired (on the grounds that they have been exercised for years) and if they are not, whether it would be appropriate to request the concerned Committees to change their by-laws in order to be compliant with the Statutes (thus keep their recognition). As Council is diligently considering governance improvements, the questions from the GCC are very timely.

The acquired-rights doctrine suggests that a change in the law cannot affect the interests of individuals: This means that immediate, fixed rights cannot be limited by later laws passed by the government. Generally, (but in particular under Swiss law, to which IUCN is subjected), only property and contractual rights can be considered as acquired rights; other rights, such as the right to vote, are not protected against changes of legislation. For this reason, I consider that the right to vote that has been granted so far through the by-laws of some National and Regional Committees to members of the Commissions or representatives of the Commissions cannot be considered as acquired right. Furthermore, in the concrete situation, the matter is not one of individual rights that have been lawfully acquired but rights that have been granted in non-compliance with the Statutes and Regulation.

There is therefore no reason to consider that the non-compliant practice should be maintained because the Commissions would have acquired rights that need to be protected. To the contrary, it is important that the by-laws of the Committees be compliant with IUCN's Statutes and Regulations at all time and not only at the time of request for recognition (Reg. 63 (a)). A different interpretation would not be conforming with the spirit of the Statutes and Regulations.

For these reasons and based on principles of good governance, it would be appropriate to request that National and Regional Committees amend their by-laws as may be necessary for them to conform with IUCN's Statutes. The best way to do so may be discussed in the GCC.

³ The templates state: " 3.5 Where individuals who have been appointed as a member of a Commission are resident in {Insert Country name}, The National Committee [shall/may] invite them to participate in the meetings and activities of The National Committee, as appropriate to the expertise of the Commission [with] OR [without] financial support."

Conclusion

In my view, it is not advisable to accept that the Committees, who currently have by-laws granting membership and voting rights to Commissions to continue with this modus operandi and this, even if this right would be limited to voting on programmatic issues for the following reasons:

- A) This practice is contrary to the Statutes; and
- B) Considering that the rights granted to the Commissions cannot be considered as acquired rights, to tolerate that such practice continues would be contrary to principles of good governance;

D) Should the GCC consider proposing a change to the Statutes in order to enable the Committees to give a right to vote to the Commissions?

In my view, changes to the Statutes should be proposed by Council (through the GCC) mainly when i) there is a situation that has not been expressly addressed and needs to be filled, ii) a matter is unclear in the Statutes and requires clarification which cannot be made through interpretation or iii) a matter has evolved over time and the new trends or sensibility need to be taken into consideration. As a way of principle, I would however advise not to propose changes to the Statutes as a means to solving an issue which may be linked to the way the principles already established in the Statutes are actually implemented (or not). Instead, I would recommend to adjust or correct the way the Statutory provisions are implemented.

To my understanding, the Statutes and Regulations as well as the One Programme Charter, give numerous possibilities for the Commissions to meaningfully contribute in their advisory role to the work of National and Regional Committees.

Bearing in mind that voting rights for Commissions/Commission members would (a) fundamentally change the role of the Commissions and thus (b) change the equilibrium currently established by the IUCN Statutes, I would therefore recommend not to proceed with a proposal of amendments of the Statutes.

However, if GCC decides to pursue with such course of action, I would advise that it considers the following points and questions in their reflexion, especially in view of explaining the proposal of amendments to Council and, ultimately, to IUCN Members:

- i) Are the proposed amendments meant to accommodate the wish of National and Regional Committees or that of the Commission members (or simply to validate current practice by some National and Regional Committees, thus ensure their compliance to the Statutes)?
- ii) Bearing in mind that the Commissions already have numerous possibilities to meaningfully contribute to the establishment and implementation of the programme, the GCC ought to explain the need for the Commissions to be involved in the decision-making process of the National and Regional Committees and why the current regulatory framework would not be sufficient to ensure effective collaboration between the components of IUCN in the development and implementation of the IUCN Programme.
- iii) Why should voting rights be granted exclusively to the Commissions rather than also to other components of IUCN such as the Council and the Secretariat?
- iv) Should voting rights be reciprocal, i.e. whether National and Regional Committees (and even the other components of IUCN) should also vote at the Steering Committee meetings of the Commissions.
- v) As an alternative to granting voting rights, would it be sufficient to strengthen participation of Commissions members in National and Regional Committees, by amending Stat. 72 in one of the following ways:

- a. “...Members of the Commissions resident in such State or Region may ~~be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora~~ **as observers**.” The effect of this is that Commissions acquire a right to participate (with an implicit obligation by the Committees to welcome them); this is similar to the participation of Commission members in WCC; or
- b. “...Members of the Commissions resident in such State or Region, ~~may~~ **shall** be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora”. The effect of this is that the burden is on Committees to invite; I recommend that, if GCC wishes to propose such amendment, it sets some limitations, e.g. restricting the duty to invite to Representatives of the Commissions or depending on funds available.

E Conclusion

The Statutes and Regulations are clear about membership in National and Regional Committees being restricted to IUCN Members. The practice, which was formalized in the by-laws of a few National or Regional Committees (namely in South America), allowing Commissions' members or their representative to be members of Committees with voting right is contrary to the Statutes and Regulations, even if such rights were limited to programmatic matters.

For this reason, I recommend a) to refuse recognition of National and Regional Committees whose by-laws or amended by-laws allow for non-IUCN Members (including Commissions) to become members of their Committees and b) to take appropriate measures to ensure that National and Regional Committees concerned are made aware of the fact that certain dispositions in their by-laws are not compliant with the Statutes and that they should be amended accordingly.

Considering that voting rights for Commissions/Commission members would (a) fundamentally change the role of the Commissions and thus (b) change the equilibrium currently established by the IUCN Statutes, I would recommend not to proceed with a proposal of amendments of the Statutes.

Should however the GCC consider that the current statutory framework and the One Programme Charter are not sufficient to foster good collaboration between the different components of IUCN and that it is necessary to reinforce the participation of Commissions at the level of the National and Regional Committees, GCC may consider proposing an amendment of Stat. 72 so to make it stronger in regards to the Commissions.

B.3 Revise and make more efficient the Commissions' membership renewal process at the beginning of each quadrennium	Possible amendments to the Statutes or Regulations to clarify that Commission membership is renewed every 4 years without the need to "abolish" the Commissions	Council approval of proposal by Oct 2018 for approval by e-vote IUCN Members prior to Call for nominations	Commission Chairs	1. Chairs of the IUCN Commissions, with support of Secretariat, present proposal to GCC 2. GCC makes recommendation to Council
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Background

The Statutes and Regulations enable a review every four years of the Commissions, as well as a four year cycle of Commission membership

1. Statutes and Regulations enable Congress every four years to review the number of Commissions and their mandate in light of the proposed IUCN Programme for the next quadrennium and the results of the External Review of IUCN focusing on the implementation of the IUCN Programme of the past quadrennium as well as the External Review of IUCN's Governance.

Reference is made to Article 74 of the Statutes and Regulations 69 and 70. Members of IUCN as well as the Council may make proposals to Congress with regard to the mission and ToR of the Commissions.

2. A clear life-cycle to Commission membership has merits. Over time, the mandates of Commissions evolve and therefore the organisational structure of the working groups of the Commissions may change. The four yearly cycle of Commission membership,

- facilitates data clean-up
- provides a diplomatic way to "retire" members who have not contributed to or participated in the work of the Commission
- allows new Groups and structures to be established in response to a changed Commission mandate.
- Allows for adjustments in the admission requirements (e.g. acceptance of Code of Conduct, Data Protection Policy).

Reference is made to Article 76 of the Statutes and Regulations 71 to 76.

Considerations

3. It is desirable to maintain the four yearly review of the Commissions required to implement the IUCN Programme as well as the four yearly renewal of the membership of each Commission. The Statutes and Regulations enable and support these processes adequately.

4. Should, for one or the other reason, Congress not take a decision on the mandate of one or more Commissions, the Commission(s) concerned will continue to operate under its existing terms until a decision is taken to modify the mandate or abolish them, either at the next Congress or by electronic vote of the membership on the proposal of the Council. The statutory provisions to date do not suggest that Commissions are automatically "abolished" if no such decision is taken.

5. What may be unclear is the Commission Chairs' duty to reappoint the Commission members within a specific period. As is now, it is inferred that (i) reappointment is a requirement and (ii) it should happen within 3 months following the Congress. The Statutes/Regulations do not say what happens if such reappointment is not made within that period.

Note that Regulation 72 refers to “reappointment” only. Appointments of new Commission members should be possible throughout the term.

6. This could be clarified by making amendments, such as extending the term for the re-appointment of Commission members to e.g. 6 months and/or to leave it open, as follows:

Regulation 72: The terms of appointment of Commission members, shall continue for ~~three~~ **six** months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.

7. In addition, it is proposed to delete the 2nd part of Regulation 75 because it does not reflect how the process is currently operating.

Regulation 75: The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission. ~~Candidates shall be selected through a process of appropriate consultation with the members of the Commission especially the Commission Steering Committee, to provide a wide coverage of subjects and opinions as well as geographical areas. The Council and Members of IUCN may propose candidates to the Commission Chair. Where a nominee is denied membership of a Commission, the nominator may appeal the decision to the Council within the term of the Commission.~~

8. Note that the proposed two amendments to the Regulations do not affect the nominations process for Commission Chair and could therefore be approved by Council until its last meeting before Congress (February 2020).

Additional considerations: Increased efficiency of the Commission membership renewal process

9. When considering the above amendments, the GCC and Council should be aware of recent improvements in the Commission membership renewal process.

10. To become a member of an IUCN Commission (with the exception of SSC) an individual must fill in an application form (found on the Commission webpages). The completed form and CV are reviewed by member(s) of the relevant Steering Committee who decide(s) to accept or reject the application according to criteria relating to the Mandate of the Commission. In the case of SSC, the authority to appoint members is delegated to Specialist Group Chairs who are appointed by the Steering Committee. Specialist Group Chairs invite individuals to join the Commission, using criteria relating to the mandate of the SSC.

11. Until 2017 there was no consistent, centralised process to record the contact and expertise details of Commission members. The management of Commission membership records was a task carried out with the support of Secretariat staff employed in a Programme related to the work of each Commission. Although the details relating to all Commission members were recorded in the central CRM this was not done in a consistent manner across the six Commissions.

12. Regulation 72 specifies that *“The term of appointment of Commission members shall continue for three months after the close of the ordinary session the World Congress following their appointment, or until reappointments are made, whichever is the sooner.”*

13. After the 2012 Congress there were records for around 13,000 Commission members and it took more significantly more than three months to reappoint all members. Reappointment progress was dependent on the resources available in the supporting Programmes. Many duplicate records were created and many inactive members were renewed by default.

14. The 89th Meeting of the IUCN Council held by telephone on 17 August 2016 approved the IUCN Code of Conduct for Commission Members.

15. After the 2016 Congress there were records for around 16,000 Commission members (a significant number of which were inactive or with bad email addresses. There were also duplicates between the different Commissions). The renewal process required:

- Applicants and invitees to be made aware of the Code of Conduct for Commission Members
- Commission members to give their consent to IUCN using email mass mailing for communication.

16. The setting up and administration of a semi-automated system to deal with renewals under these conditions proved challenging and again it took much longer than 3 months to reappoint the membership of each Commission. During 2017, this was done manually using slow processes prone to errors. Since 2017, each Commission's membership forms have been centralised, data processing has been semi-automated, and data shared using the Union Portal.

17. Latest Commission membership figures at 03 September 2018 show there are 13443 Commission members. These members have all accepted the Code of Conduct and email "opt in".

18. In January 2018, the Commission Support Unit (CSU) was set up within the Union Development Group with the objective of providing high quality and efficient financial and administrative services for the six IUCN Commissions. The CSU has ownership of the Commission membership management business processes. Since January 2018, CSU, IUCN IT colleagues and the Commission Chairs have been working on a Commission Membership Management System (CMMS) which will:

- Allow Commission Group managers to see, accept, review and refuse applications.
- Automate many aspects of membership, including application management, invitations, renewals, and messaging.
- Allow Commission Group managers to have access to personal data and preferences of members.
- Be accessible worldwide.

19. Access will be determined according to the governance framework of each Commission.

This system will provide an efficient tool which will greatly enhance the speed with which the Commissions reappointment process is carried out after each WCC.

Areas for improvement	Required outcome	Timeline	Source	Action required
<p>C.1 Issues related to election procedures: e.g.</p> <p>a. Elaboration of detailed procedures to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30<i>bis</i></p> <p>b. [...]</p>	<p>a. Council approval of procedures and / or amendment to Regulation 30<i>bis</i></p> <p>b. [...]</p>	<p>Procedures, interpretation and (possible) amendments to be effective before the Call for nominations (mid-2019)</p>	<p>a. Minutes B/69 p.1</p> <p>b. [...]</p>	<p>GCC recommendation to Council by C96 (April 2019) or C95 (Oct 2018) where amendments to Regulations are required)</p> <p>Re a: Commissions with Secretariat make proposal to GCC at C95</p> <p>Re b: [...]</p>

Background

1. At present, the Regulations provide three parallel “tracks” for proposing names for election as Commission Chair:

A. From IUCN Members directly to the Election Officer

In accordance with Regulations 30 and 37, at the latest 9 months prior to the opening of the Congress, the Director General (DG) distributes the “Call for nominations” to all IUCN Members inviting proposals for IUCN President, Treasurer and Commission Chairs, and nominations for Regional Councillors.

B. From Commission members directly to the Election Officer

As required by Regulation 30, the DG also invites the members of the IUCN Commissions to propose names for the Chair of their respective Commission.

C. From Commission members through the Commissions' ad hoc committees to the Election Officer

In the same “Call for nominations”, the DG makes reference to Regulation 30*bis*¹ approved by Council in February 2012, which requires ad hoc committees to be established by the Steering Committee of each Commission to propose a list of up to two prioritized candidates.

2. The present note exclusively concerns track C.

3. In November 2015, the Election Officer of the 2016 Congress provided the following guidance for the implementation of Regulation 30*bis* which was then applied for the first time, after having been adopted by Council in 2012:

3.1 Inform the Election Officer of the establishment of the Commission's ad hoc committee and the name of its chair.

3.2 Send the ad hoc committee's list “of up to two prioritized candidates” by electronic message from the Chair of the Commission's ad hoc committee to the Election Officer (nominations@iucn.org) specifying the names of the individuals it proposes for Commission Chair, a statement that they are willing to serve if elected, as well as their curriculum vitae.

3.3 The communication referred to above under 3.2 should also briefly explain the process followed by the ad hoc committee and include the name of the ad hoc committee's contact person to whom Council's Nominations Committee may request additional information which may help it to avoid duplication and assess the individuals proposed by IUCN Members or individual Commission members (under Regulation 30) according to the same criteria. The Election Officer therefore recommended the ad hoc committees to carefully keep a record of

¹ Regulation 30*bis*: “With the purpose of identifying qualified candidates in a transparent process, the Steering Committee of each Commission shall form from among its members an ad hoc committee, who are not candidates themselves, and excluding the Chair, and invite Commission members to submit names to be considered for Commission Chair, at least one month prior to the date indicated in Regulations, 30. With prior endorsement by the Steering Committee concerned, a list of up to two prioritized candidates determined through qualification criteria established by the Steering Committee, shall be submitted by the ad hoc committee to Council.”

the committee's selection process including, as the case may be, documentation provided by all candidates and interview results in order to be able to transmit it to Council's Nominations Committee if and when requested.

- 3.4 In principle, the ad hoc committee's message with the short list, endorsed by the Steering Committee of the Commission concerned, should reach the Election Officer before the deadline for nominations established by the IUCN Council. However, for the purpose of applying due process and allow the individuals considered but not shortlisted by the ad hoc committee to explore any of the other "two tracks" in order to be nominated, the Election Officer recommended the ad hoc committees to send him their short list two weeks in advance of the deadline for nominations and to inform the individuals not shortlisted thereof without delay.
4. In response to specific questions raised during the 2015-16 nominations process, the Election Officer provided the following additional guidance:
- 4.1 In response to a request from an ad hoc committee chair whether the Election Officer could share information about names proposed through the other 2 tracks, the Election Officer's answer was negative because the 'three tracks' were to be regarded as separate and so, the Commission's ad hoc committees were not authorized to evaluate proposals submitted by IUCN Members and/or Commission members under Regulation 30 (tracks A and B). Regulation 30*bis* was an additional intra-Commission nomination process whose ad hoc committee could only work with the names proposed by Commission members to the ad hoc committee. Exception could be made for the names of individuals proposed under tracks A and B who explicitly agreed to their names being put forward to the Commission's ad hoc committee.
- 4.2 In response to a candidate's observation that in order to give a fair chance to all candidates during the elections, they should not be ranked in order of priority as Regulation 30*bis* requires, the Election Officer clarified that the candidates proposed by Council to Congress will only be listed in alphabetical order as provided by Regulation 35.
- 4.3 In response to the question whether materials provided by the candidates during the selection process (e.g. their response to written interview questions) may be used to promote candidates, the Election Officer advised that this should only be allowed with the consent of the individuals concerned.
- 4.4 In response to a request for information about the candidates proposed to Council's Nominations Committee, the Election Officer advised that this information was confidential because, as is the case for personnel recruitment processes, candidates may not wish their name to be circulated if they are not selected by Council.
- 4.5 Following the receipt of a complaint from an individual proposed for Commission Chair but not put forward to Council by the ad hoc committee concerned, that her/his nomination had not been objectively assessed and due process was not followed by the ad hoc committee, the Election Officer transmitted the complaint to the Council's Nominations Committee explaining that it was beyond the scope of his mandate to evaluate the assessment made by ad hoc committees, his mandate being restricted to declaring invalid the nominations not meeting the requirements of form established by the Statutes and Regulations. The communication with the complainant was transmitted through the Election Officer based on his Terms of Reference to "adjudicate on any issues which may arise during the nomination process".
5. On the recommendation of its Nominations Committee, the IUCN Council – at its 88th meeting (April 2016) adopted decision C/88/4 which reads as follows:

The IUCN Council,
On the recommendation of its Nominations Committee,
Recommends that, during the next inter-sessional period, Council gives consideration to:

- The elaboration of detailed procedures to harmonize the Commissions nominations process among all Commissions in order to give full effect to Regulation 30*bis*, including the requirement for:
 - A Chair to delegate responsibility to convene the Ad Hoc Selections Committee to the Deputy Chair or a member of the Steering Committee;
 - An invitation to be sent to all Commission Members six months before the deadline;
 - A reminder to be sent by all ad-hoc committees to all Commission Members;
 - Clear communication to Commission Members, that nominations sent to Ad Hoc Committees need to be complete with CV and a statement of willingness to serve by the nominee;
 - Commissions to amend their respective bylaws to incorporate these improved procedures;
 - Information to be provided to all Members about eligibility of, and procedure if Secretariat Staff are nominated for Council;
- Assessing modalities on how a better geographic distribution of candidates for Commission Chairs can be ensured for the next process;
- Any candidates nominated directly by Members outside Commission processes to be thereafter subject to the same criteria as Commission procedures.

The task

As requested by the previous Council (2012-16) and by the current Council (decision C/94/5), the GCC expects to receive a proposal for a detailed procedure from the Commission Chairs, prepared with the assistance from the Secretariat, in time to be approved by Council before the nominations process for the 2020 elections begins, i.e. by the 96th Council meeting in March 2019.

However, in case the Chairs' proposal requires amendments to the Regulations, which only become effective after approval by 2 consecutive meetings of the Council, the proposal needs to be prepared for the 95th Council meeting in October 2018.

The Chairs' considerations

The Chairs are of the view that the experience of 2016 summarized above in § 3 and § 4, and taking into account the request of the previous Council (C/88/5) referred to in § 5 above, the proposed procedure to harmonize the nominations process across all Commissions can be implemented within the framework of existing Regulations. No amendments are therefore proposed.

If necessary, further work on the proposed procedure may therefore continue after the 95th Council meeting in view of finalizing the proposal for approval by the 96th Council meeting (March 2019).

Proposed procedure

[Note: the procedure could be completed with a concrete timeline for the 2019-20 nominations process as soon as Council will have approved the dates for the 98th Council meeting (2020) and the deadline for submission of nominations.]

Procedure for the in-Commission selection process of candidates for Commission Chair (Regulation 30*bis*)

1. In due time before the communication required by paragraph 2. hereafter, the Steering Committee of each Commission shall form from among its members an ad hoc committee, who are not candidates themselves, and excluding the Commission Chair. For the purpose of establishing the ad hoc committee and for any other matter regarding the implementation of the nominations process referred to in Regulation 30*bis*, the Chair of the Commission shall delegate her/his responsibility to the Deputy Chair or a member of the Steering Committee.
2. At the latest six months prior to the deadline for nominations established by Council (Regulation 35), the Steering Committee shall inform all Commission members of the establishment of the ad hoc committee and the names of its chair and members, and invite the Commission members to submit to the ad hoc committee, names to be considered for Chair of the Commission concerned by a date to be determined by the ad hoc committee. The ad hoc committees shall send a

reminder to all Commission members one month prior to the deadline for submissions determined by the ad hoc committee.

3. The Steering Committee's communication to Commission members shall also contain any specific qualification criteria which the Steering Committee may have adopted for the position of Chair of the Commission concerned in addition to the general criteria for the qualities required for the position of Commission Chairs established by the Council and attached to the Director General's call for nominations.

[Question for the Chairs: shouldn't IUCN Members as well be made aware of these specific criteria approved by the Steering Committee for each Commission? They could e.g. be added to the general profile of Commission Chairs approved by Council or otherwise mentioned in the call for nominations. This would obviously require the steering committees to consider this in due time for Council to take it into account, i.e. by the time of the 96th Council meeting March 2019. What if the Council does not agree with the specific criteria set by one or the other Steering Committee?]

4. Only members of a Commission duly registered as such at IUCN are allowed to submit names for Chair of their own Commission. All names must be submitted together with a written declaration of willingness to serve if elected, signed by the individual concerned, and a curriculum vitae.
5. Before deliberating on the proposals received, the ad hoc committee shall satisfy itself that all submissions meet the requirements of form, i.e. that all proposed names are submitted together with a declaration of willingness to serve if elected, signed by the individual concerned, and their curriculum vitae.
6. A proposed individual who is a member of the IUCN staff shall provide evidence to the ad hoc committee that s/he has notified the Director General of his/her intention to run for Council office. As a position on the IUCN Council is incompatible with a position in the IUCN Secretariat, the staff member's notification to the Director General will include the resignation from his/her position with the Secretariat, should he/she effectively be nominated by Council, with the effective date of termination of the employment contract to be determined by the Nominations Committee of Council in consultation with the Director General.²
7. The ad hoc committee shall make a fair and objective assessment determined through qualification criteria established by the Council and, as the case may be, completed by the Steering Committee concerned. It shall make abstraction of information that is unsubstantiated or irrelevant (rumours, hearsay, etc.) or of considerations that may be considered offensive or engage the legal liability of IUCN or of the individuals concerned.

[Question for the Chairs: all ad hoc committees adopted a specific process for selecting nominees based on a range of tools such as questionnaires, interviews, analysis of CVs etc. Should also the ad hoc committees' methodology and tools be harmonized and, if so, how would it look like? This may be the only way to ensure that all nominees (also those coming through the other two tracks) are being assessed on the basis of the same criteria and methodology, a requirement emphasized by the previous Council (C/88/4). The harmonization of the assessment methodology could be done in this procedure or left for the Council's Nominations Committee to determine.]

8. With prior endorsement by the Steering Committee concerned, a list of up to two prioritized candidates shall be submitted by the ad hoc committee to Council through the Election Officer, at the latest two weeks prior to the deadline for nominations referred to in Regulation 35. The ad hoc committee chair's communication to the Election Officer shall include a statement of the candidate(s) that they are willing to serve if elected, as well as their curriculum vitae. The priority ranking by the ad hoc committee only serves the purpose of making a recommendation to Council's Nominations Committee. The candidates which Council will ultimately propose to the Congress will be listed in alphabetical order (Regulation 35).

² Cf. Council decision C/85/8 approving "Eligibility for nomination to Council 2016" and "Council guidance for election candidates 2016".

9. The ad hoc committee chair's communication to the Election Officer shall also briefly explain the process followed by the ad hoc committee including at least:
 - a. the name and contact details of the ad hoc committee's contact person to whom Council's Nominations Committee may request additional information.
 - b. any additional selection criteria established by the Commission's Steering Committee (cf. point 3. above).
 - c. the ad hoc committee's methodology for assessing / selecting the candidates.
10. The ad hoc committee's chair or another member of the ad hoc committee which the ad hoc committee chair may designate for this purpose, shall keep the complete record of the ad hoc committee's selection process and, upon request, share with Council's Nominations Committee any relevant documentation such as documents provided by candidates and / or interview records or results.
11. At the latest two weeks prior to the deadline for nominations, the chair of the ad hoc committee shall inform the individuals who appear on the list of up to two prioritized candidates put forward by the ad hoc committee to the Election Officer with the endorsement of the Steering Committee. At the same time, the chair of the ad hoc committee shall also inform the individuals considered but not shortlisted by the ad hoc committee for the purpose of applying due process and to enable them to explore any of the other "two tracks" to get nominated if they so wish.
12. As in the case of personnel recruitment processes, the members of the ad hoc committee and of the Steering Committee shall respect the confidentiality of the process because candidates may not wish their name to be circulated if they are not selected by the Council. Any information about or materials submitted by individuals proposed for Commission Chair may be used only with the consent of, and for the purpose agreed by the individuals concerned.
13. Individuals whose name has been put forward to be considered for Commission Chair and who claim not to be treated in a fair and objective way or in accordance with due process by the ad hoc committee, may address their complaints to the Election Officer based on his Terms of Reference to "adjudicate on any issues which may arise during the nomination process". The Election Officer will request the advice of Council's Nominations Committee about the assessment made by the ad hoc committee concerned. This mechanism does not constitute an appeals process but is to be considered as part of Council's oversight of the performance of the components of the Union.
14. The present procedure shall be incorporated in the by-laws of each IUCN Commission.



95th Meeting of the IUCN Council, Jeju (Republic of Korea), 6-8 October 2018

16th Meeting of the Governance and Constituency Committee

Agenda Item GCC16/1.3

Proposed amendment to Regulation 45bis

Origin: Secretary to Council

REQUIRED ACTION:

The Governance and Constituency Committee is invited to make a recommendation to Council on the approval in second reading of the proposed amendment to Regulation 45bis.

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

Pursuant to Council decision C/94/6, noting that no comments or objections have been received from IUCN Members following the distribution of the proposed amendment in conformity with Article 102 of the Statutes,

Adopts in second reading the proposed amendment to Regulation 45bis regarding Council Global Focal Persons. (Annex ..)

1. On 2 May 2018, the IUCN Council adopted decision C/94/6 which reads as follows:

The IUCN Council,

Adopts, in first reading, the proposed amendment to Regulation 45bis pertaining to Council Global Focal Persons (Annex 1 hereafter); and

Decides to table the proposed amendment on the agenda of the next meeting of the IUCN Council (October 2018) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes.

2. The proposed amendment was distributed to the IUCN membership in the three official languages of IUCN on 11 June 2018, together with a note explaining the rationale for the amendments, inviting Members to post comments or objections by 10 September 2018. (Annex 2 hereafter)
3. No comments or objections from IUCN Members have been received concerning the proposed amendment.
4. The GCC is invited to make a recommendation to Council regarding the adoption in 2nd reading of the proposed amendment.

Proposed amendment to Regulation 45bis

	<u>IUCN Council Global Focal Person(s)</u>
<p>Current Regulation 45bis:</p> <p>Council shall appoint a member of Council as the IUCN Council Global Oceans Focal Person.</p>	<p>Proposed amendment to Regulation 45bis:</p> <p>Regulation 45bis</p> <p>Council shall<u>may</u> appoint a<u>members</u> of Council as theIUCN Council Oceans Global Focal Persons, <u>for a period up to the end of the term for which s/he has been elected, with the purpose of:</u></p> <ul style="list-style-type: none"> (a) <u>increasing the understanding in Council on a specific matter and the inclusiveness of its deliberations;</u> (b) <u>contributing to raise the profile of IUCN's work with key stakeholders;</u> (c) <u>promoting a strong focus and coherent body of work across IUCN on the issue concerned by liaising with the Secretariat, the Commissions and Members; and</u> (d) <u>bringing her/his perspective and advice to the Council trough the relevant committee of the Council, including policy, governance, and resourcing implications.</u>

From: [Members' Coordination Unit](#)
To: [DE WEVER Luc](#)
Subject: IUCN: Proposed amendment to Regulation 45bis concerning IUCN Council Global Focal Person(s)
Date: 11 June 2018 18:16:00



To: IUCN Members;

CC: IUCN National and Regional Committees; IUCN Councillors; Director General; Regional Directors; Membership Focal Points; Union Development Group.



Communication to IUCN Members in accordance with Article 102 of the IUCN Statutes

Proposed amendment to Regulation 45bis concerning IUCN Council Global Focal Person(s)

For comments or objections by 10 September 2018

Dear IUCN Members,

During its 94th meeting of 1-2 May 2018, the IUCN Council approved, in first reading, an amendment to Regulation 45bis and will include it in the draft agenda of the next (95th) Council meeting to be held from 6-8 October 2018 for adoption.

In the meantime, IUCN Members are invited to submit comments or objections, if any, by **10 September 2018** in accordance with Article 102 of [the IUCN Statutes](#). Note that this is the first time Article 102 is implemented after the IUCN World Conservation Congress 2016 had substantively modified it.

Current Regulation 45bis (see the [table here](#) was adopted by Council in February 2012 (decision C/78/46) with the purpose of strengthening oceans in the governance of the Union.

To implement this provision, in November 2017, the current Council appointed Mr Peter Cochrane (Australia) as IUCN Council Global Oceans Focal Person.

However, the IUCN Council would also like to have the opportunity to formally appoint IUCN Council Global Focal Persons in other areas where a Council member's expertise is considered effective and efficient to achieve a given purpose, and an appropriate alternative to establishing e.g. a task force.

The IUCN Council therefore proposes to amend Regulation 45bis in order to refer more generically to IUCN Council Global Focal Persons, and to define the purposes for appointing them. Please see the [proposed amendment in the table here](#).

Please send your comments or objections, if any, to membership@iucn.org by **10 September 2018**.

With warm regards,

Members' Coordination Unit

www.iucn.org

You are receiving this message because, according to our database, you are the IUCN focal point for your organisation (Primary contact, Additional Primary contact, Head of Organisation and/or Authorized vote holder). Please let us know if this is incorrect and we will update our records accordingly.

Proposed amendment to Regulation 45bis
approved by the IUCN Council for the purpose of consulting the IUCN Members in accordance with
Article 102 of the Statutes

IUCN Council Global Focal Person(s)

Current Regulation 45bis:	Proposed amendment to Regulation 45bis with track changes:	Proposed revised Regulation 45bis:
<p>Council shall appoint a member of Council as the IUCN Council Global Oceans Focal Person.</p>	<p>Council shall<u>may</u> appoint a<u>members</u> of Council as the IUCN Council Oceans Global Focal Persons, <u>for a period up to the end of the term for which s/he has been elected, with the purpose of:</u></p> <ul style="list-style-type: none"> (a) <u>increasing the understanding in Council on a specific matter and the inclusiveness of its deliberations;</u> (b) <u>contributing to raise the profile of IUCN's work with key stakeholders;</u> (c) <u>promoting a strong focus and coherent body of work across IUCN on the issue concerned by liaising with the Secretariat, the Commissions and Members; and</u> (d) <u>bringing her/his perspective and advice to the Council through the relevant committee of the Council, including policy, governance, and resourcing implications.</u> 	<p>Council may appoint members of Council as IUCN Council Global Focal Persons, for a period up to the end of the term for which s/he has been elected, with the purpose of:</p> <ul style="list-style-type: none"> (a) increasing the understanding in Council on a specific matter and the inclusiveness of its deliberations; (b) contributing to raise the profile of IUCN's work with key stakeholders; (c) promoting a strong focus and coherent body of work across IUCN on the issue concerned by liaising with the Secretariat, the Commissions and Members; and (d) bringing her/his perspective and advice to the Council through the relevant committee of the Council, including policy, governance, and resourcing implications.

95th Meeting of the IUCN Council, Jeju (Republic of Korea), 6-8 October 2018

16th Meeting of the Governance and Constituency Committee

Agenda Item GCC16/1.5

Procedure for filling a vacancy for Regional Councillor

Origin: Secretary to Council with input from the Legal Adviser

REQUIRED ACTION:

The Governance and Constituency Committee is invited to make a recommendation to Council on the procedure for filling the vacancy for Regional Councillor following the demise of Councillor Rustam Sagitov (East Europe, North and Central Asia).

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

1. modifies its decision C/85/27 (May 2015) by substituting step 3 of the procedure for filling a vacancy for Regional Councillor, with a new step 3 that confirms the authority of the Council, in accordance with Article 43 of the Statutes, to elect a candidate to fill the vacancy by secret ballot;
2. modifies §19 of the Council Handbook accordingly;
3. decides to initiate the process for filling the vacancy for Regional Councillor in East Europe, North and Central Asia following the demise of Councillor Rustam Sagitov, as follows:
 - i. The Council invites IUCN Members from East Europe, North and Central Asia to submit nominations on the basis of the profile for Regional Councillors approved by Council in May 2015 and included in the call for nominations for the 2016 elections;
 - ii. The Vice-Presidents acting as Council's Nominating Committee validate the nominations put forward by IUCN Members;
 - iii. Council elects the Regional Councillor by (secret) electronic vote.

Background

1. §19 of the [Council Handbook](#) (p. 10) provides the following guidance in case if a vacancy for Regional Councillor:

In May 2015, Council approved a standard procedure for filling a vacancy of a Regional Councillor as follows:

1. *Council invites IUCN Members of the Region concerned to submit nominations;*
2. *Council's Nominating Committee [i.e. the Vice-Presidents acting as Nominating Committee under Regulation 48 (c) (ii)] validates the nominations put forward by IUCN Members;*
3. *Council invites all eligible IUCN Members to elect one of the candidates by electronic vote.*

2. In 2013, Council elected Masahiko Horie as Regional Councillor to fill the vacancy following the resignation for health reasons of Councillor Kitajima who was elected by Congress in 2012. At the time, Council had invited all Members from South and East Asia to nominate candidates, “welcoming in particular names from East Asia”, on the basis of the profile and nomination form for Regional Councillors approved by Council prior to the 2012 elections. Based on the nominations made by IUCN Members from the Region concerned, the Vice-Presidents, acting as Nominations Committee, presented 4 valid candidates to Council for election through a (confidential) SurveyMonkey tool.

3. When, in May 2015, Council considered a formal procedure for filling vacancies for Regional Councillor at the recommendation of the GCC, Council modified the GCC’s proposal and decided that, as the final step 3, all IUCN Members instead of Council should take the decision as Members had anyway the prerogative of electing the Council during the Congress and, with the help of an electronic voting system, IUCN had begun engaging the IUCN membership in decision making by e-vote.

4. The Legal Adviser has raised an issue with step 3. of the procedure approved by Council in 2015 which she considers to be in contradiction with the Statutes as currently worded, because Article 43 clearly assigns the authority to the Council to fill vacancies “that may occur, for the balance of the term concerned.” This is one of the functions that has been formally conferred to Council on top of those outlined in Article 46 and which Council is expected to perform (see wording of Article 46 (r) of the Statutes¹). In performing this function, Council has to “follow, whenever possible, the procedures and conditions provided for in the Statutes” (Regulation 47), but this does not include putting the decision to Members, since the wording of Art. 43 leaves no room for interpretation: the Council is the component of IUCN that has to take the decision to fill vacancies in Council². And this applies to all vacancies in Council – whether they be for President, Treasurer, Chairs of the Commissions or Regional Councillors.

Since it was adopted by Council in 2015, no case has occurred requiring the application of the procedure regarding for filling a vacancy for Regional Councillor. In the meantime, Council has filled the vacancy of two Members of Council, namely one Commission Chair in October 2015 and the Treasurer in April 2018.

5. Note that, following Council’s appointment of a new Treasurer in April 2018, the matter of a procedure for filling vacancies is again under discussion in Council: a section of the Table on “Areas for improvement of IUCN’s governance” endorsed by Council in April 2018 requested the GCC to propose, by April 2019, “a harmonized process for filling a vacancy for Treasurer, Commission Chairs and Regional Councillors”. However, as explained above, under the current Statutes, this harmonization process would not affect the decision-making authority of the Council for filling vacancies but may only concern the process leading up to this Council decision.

Proposal

6. In light of the Legal Adviser’s concerns, it is recommended that Council:

- A. First modifies its decision C/85/27 of May 2015 by substituting step 3 of the procedure for filling a vacancy for Regional Councillor, with a new step 3 that confirms the authority of the Council, in accordance with Article 43 of the Statutes,

¹ “The functions of the Council shall be inter alia: ... (r) to perform such other functions as may be conferred on it by the World Congress and these Statutes”.

² In addition, the Swiss Registrar has recorded new appointments of Council members on the basis of Article 43 of the Statutes, i.e. there is an accepted and substantiated practice which has established a precedent.

to elect a candidate to fill the vacancy by secret ballot, and modifies §19 of the Council Handbook accordingly; and

- B. Subsequently decides to initiate the process for filling the current vacancy for Regional Councillor in East Europe, North and Central Asia, which could be as follows:
- i. The Council invites IUCN Members from East Europe, North and Central Asia to submit nominations on the basis of the profile for Regional Councillors approved by Council in May 2015 and included in the call for nominations for the 2016 elections;
 - ii. The Vice-Presidents acting as Council's Nominating Committee validate the nominations put forward by IUCN Members;
 - iii. Council elects the Regional Councillor by (secret) electronic vote.



95th Meeting of the IUCN Council, Jeju (Republic of Korea), 6-8 October 2018

16th Meeting of the Governance and Constituency Committee

Agenda Item GCC16/2.2

Draft Membership Strategy and background document.

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to consider the draft Membership Strategy and provide feedback on the proposed objectives to be included in it.

Background

Following consultations and feedback received from Council, the Leadership Team and regional offices as well as analysis of the results of the Member survey which closed in January 2018, a draft IUCN Membership Strategy and background paper have been distributed to Council and IUCN Regional Offices for consultation.

It was distributed to IUCN Council members on 11 September 2018 inviting them to provide their feedback in Union Portal page opened for this purpose: [discussion page](#) .

Secretariat is seeking feedback from GCC on the Strategy and its proposed objectives in order to be able to send an updated version to Members/National and Regional Committees, once the feedback has been incorporated.

Development / update of a Membership Strategy for IUCN – 2018-2024

EXECUTIVE SUMMARY

Purpose

IUCN is the most significant conservation network in the world. The idea of a global Union of Sovereign States, Government agencies (GAs), national Governmental Organisations (NGOs) and international NGOs (INGOs) and Indigenous Peoples' Organisations (IPOs) committed to achieving conservation and sustainable use of natural resources has been a central part of IUCN's identity and purpose since its creation, in 1948. Its unique membership differentiates IUCN from other international organisations and most notably, from the UN system (where only governments are represented).

The nature, composition, scope and magnitude of IUCN's membership are key elements for the Union to fulfil its mission and vision, but also to remain relevant in today's world. This proposed review and update of IUCN's Membership Strategy aims at defining these and other aspects of what constitutes the backbone of IUCN.

The current IUCN Membership Strategy was written in 2004. It is time for it to be updated as it has been highlighted by the 2015 External Review of IUCN and requested by the IUCN Members at the 2016 World Conservation Congress.

A new Membership Strategy. Finally, delivering the IUCN Programme 2017–2020 might require more than an improvement in how the current constituents of the Union work together. New expertise, new partners and new approaches may be required. Similarly, new ways and means may be needed to inspire a new generation that has a deeply personal stake in the future of our shared planet. Accordingly, the IUCN Secretariat will work to develop an updated Membership Strategy to help address such new requirements.

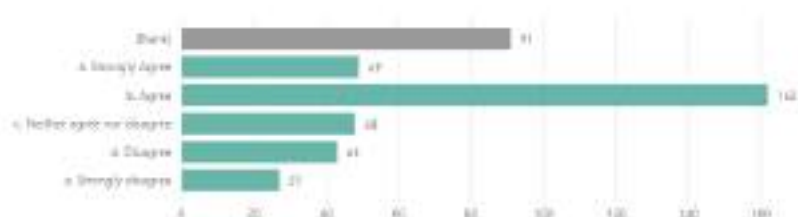
Issues facing the Union (where deeper reflection is/may be needed).

Goals: Would IUCN like its relationship with its Members to change through this strategy and how? What does success look like? What will be measures to know if goals have been achieved?

Personas: Which category of Members are we targeting (States, NGOs, IPOs – other)? What are the composite characteristics and behaviours for each group? Do we need a separate strategy for each of the groups? Do we need to consider including the business/private sector as a separate (non-voting) category of the Union?

The recent [Member survey](#) provided support for this proposal.

7. Do you think that IUCN should explore the possibility of establishing a membership category/group (without voting rights) for private sector entities?



Problems: What challenges are Members in the different categories facing? How to identify them and categorise them? How can IUCN, as a membership organisation and community, help to solve them?

Values: What do Members see as value provided by IUCN? How can IUCN improve on delivery of these values? What is the information, collaboration, or networking opportunities they need?

The following elements of IUCN membership are seen as important by Members:

- **Contributing to Conservation**
- **Access to scientific knowledge and data**
- **IUCN as a learning platform**
- **Contributing to conservation; and**
- **Capacity building.**

While delivery of these values by IUCN was satisfactory on the whole, suggestions on improving this included the provision of more: **capacity building opportunities, increased regional engagement with Members, networking opportunities and communications.**

At its 94th meeting in May 2018, IUCN Council formulated a Value Proposition to be used for the IUCN Strategy.

Other considerations: National Committees and governance/accountability issues, the size of IUCN Membership (policy guidelines), other governance issues such as balanced representation of the membership on the Council.

Goals and Objectives

Based on research of past papers, external reviews and responses from the IUCN membership we propose the following four objectives to to achieve an informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN:

Objective 1: *Strategic engagement of Members. Ensure that Members actively participate and contribute to conservation by involving them in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively use their knowledge.*

Objective 2: *Learning and improving. Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.*

Objective 3: *Influencing the environment and sustainable development agenda. Ensure that Members, through their IUCN membership, can effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.*

Objective 4: *Networks, Partnerships and alliances. To support Members to achieve their conservation goals through networks, alliances and partnerships formed as a result of their membership of IUCN and their engagement with IUCN's Programme.*

Steps and considerations for the delivery and implementation of the Strategy (or Methodology)

Engagement funnel: Has IUCN defined the stages of the engagement funnel? What can we do to move Members down the funnel (from passive membership to active contribution to the implementation of the Programme, for example)? Whilst 100% active engagement is never going

to be achieved, we should identify groups and create action plans to move these along to increase engagement.

Measurement/success: What does success look like and how do we measure it? Email statistics? Survey responses? Project participation by Members (how can we make this a useful benchmark?) What are the baseline and “engagement indicators” the Union will use? What will allow us to track progress and give us a bigger and clearer picture to work with as we tweak and refine our system?

Communication: Improved communications are a cross-cutting feature of the strategy and better communication will improve membership engagement. The strategy and tactics for this will have to be differentiated to reflect Member category needs and interests.

Resources: human and financial. Who will carry out the implementation of the Strategy, monitor progress, update the strategy during the implementation phase, decide if success has been achieved and who is ultimately responsible for the objectives and goals being met? How will implementation be financed?

Delivery: What method of delivery would be most convenient for our Members? Where does the Union need to provide more investment to facilitate implementation of the Strategy and to ensure that all deliverables be achieved?

Membership Strategy 2018-2024

Draft 1.0

(7 September 2018)

1. Introduction

IUCN is a knowledge-based membership organisation. IUCN can provide a wide range of users with knowledge about biodiversity conservation, sustainable use and environmental management and what works on the ground and what does not.

This is not just scientific knowledge, but also traditional and local knowledge.

The success of IUCN's work depends on a detailed understanding of both direct and underlying causes of natural resource loss and environmental degradation and strategic responses to them. To guide its Vision and Mission, IUCN needs to emphasise improved access to knowledge and information related to species and ecosystems and the global drivers that affect change.

IUCN serves as a force drawing together information from thousands of sources. A broad range of knowledge and experience of Members in conservation and sustainable use of biodiversity is accessed, analysed and in turn, used by Members, Commissions, and Secretariat.

Critical to the Programme's success is the integration, management and dissemination of the knowledge, experiences and lessons existing within the Union. By using this, IUCN will achieve the goal of an informed and empowered conservation movement capable of achieving its Vision and Mission

IUCN recognises that building and encouraging membership involvement provides a real opportunity for people to influence the work of the Union as a whole.

Applying the One Programme Approach

The One Programme Approach promotes the strengthening of membership involvement and engagement in the delivery and impact of the IUCN Programmes. However, reference to this is rarely made.

The 2015 External Review stated that the Union has some way to go before the approach is effectively implemented within the organisation.

Applying the One Programme Approach is critical to “effectively leveraging the respective roles, capacities and unique features of the different parts of the Union – our Members, Commissions, National and Regional Committees and Secretariat.”

This Membership Strategy sets out a series of objectives for IUCN to continue to maintain, grow and engage its membership, including the actions that it will take to meet these objectives. It also describes how IUCN will evaluate the delivery of the strategy. It should be noted that whilst this strategy is aimed at Members, the action plan will include Secretariat and Council engagement and involvement.

The strategy will be delivered within the wider framework of the Union's strategic direction.

2. Background

In order to advance the mission, we need to clarify what the optimal IUCN membership should be. Does our current membership include the right constituencies that are committed to IUCN's Vision and Mission.

We should encourage the development of a strong and unified membership which identifies with the IUCN objectives as set out in the Statutes.

IUCN should be committed to maintaining a two-way dialogue with its membership at all times. Through this it will encourage Members to help influence the conservation agenda as well as the Union's work.

In developing the Strategy, a number of considerations have been made. These include how:

- Communication with Members can be improved
- The benefits of IUCN membership can be better communicated to Members
- To increase a representative membership, taking into account regional representation and other group requirements (eg. youth, private sector, etc.)
- To increase engagement
- The Secretariat/Council can contribute to developing the membership and engagement strategy
- Best to develop the role of the Member and encourage involvement

It is noted that not all Members are actively involved with IUCN's work and IUCN must ensure that Members are kept informed with what is happening within the Union, showcasing how being involved makes a difference. It also agreed that representing the interests of Members and stakeholders and engaging with Members would be a key responsibility of everyone within the Union.

3. Purpose

Past External Reviews, including the last one in 2015, have called for IUCN to develop a more strategic approach to its membership – not only in its recruitment but also its engagement with Members enabling their active involvement in achieving its Mission.

The aim of this Strategy is to provide the basis for an agreed set of objectives and results that will be achieved across the Secretariat (and Commissions). Within the framework we recognise that requirements will differ depending on geography and demography).

Do we want to aim for customised membership services taking into account Members' interests, capacities and strengths?

4. Strategic objectives

The overriding aim of the Strategy is to achieve a membership that forms an

informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN

In order to achieve this, we have established four sub-objectives that when achieved will lead to the desired outcome. These four strands are;

- Strategic engagement of Members
- Learning and improving. Knowledge products, Knowledge sharing, science and knowledge
- Influencing the environment and sustainable development agenda
- Networks, Partnerships and alliances

The Director General will review the ongoing delivery of these objectives at least annually.

Across each of the four strands, Communication with Members will play a key part.

Objectives

Objective 1

Strategic engagement of Members

Ensure that Members actively participate and contribute to conservation by involving them in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively use their knowledge.

Key objectives include (non-exhaustive list)::

- i. Profile the membership against the IUCN Programme requirements
- ii. Guided by the Membership Policy Guidelines 2001, develop a recruitment plan that encourages membership across, and reflects the diversity of, all Statutory regions. Emphasis to be places on regions that are currently not represented or are under-represented. (cif also requested by Council to DG at 93rd Council meeting).
- lii. Explore the possibility of including new categories (eg private sector), possible revision of existing Affiliate category and Government Agency membership.
- v. Ensure core values of IUCN membership are promoted and understood by Members (communication plan)
- vii. Deepen engagement of Members in the governance of IUCN and its policy setting
- viii. Refocus the efforts of the Union to better involve and enable the Membership to achieve conservation and sustainable development at a higher level than Members are able to do on their own.

Programme calls for involvement of Members where there is alignment with IUCN's objectives. Do Members have the capacity, interest and commitment?

Actions to achieve these include (non-exhaustive list):

- To ensure the views of Members are understood
- To identify opportunities for Members to get involved in IUCN's work
- Increase opportunities for Members to engage in IUCN's work e.g. Projects, workshops, Programme, Opportunities page, calls, etc.
- Capacity Building for an informed and empowered Union
- Link with existing strategies

- Continue to encourage a high number of Members to be interested in the motions process and candidate submission for elections.
- Link with Councillors to encourage stronger engagement.
- Invite Members to engage in patient experience programmes in the Trust.
- Develop 'membership champion' role to increase engagement
- Targeted and regular recruitment drives
- Use of membership recruitment material
- Review recruitment material at least bi-annually to ensure it remains relevant and design region specific material
- Identify and use membership champions to recruit members at key events and locations
- Identify initiatives to raise the profile of membership in the local community
- Develop strategies to identify and address under-representation (regionally and demographically?).
- Local visits to community groups to attract new Members (this is also an opportunity for engagement)
- Develop strategies to encourage youth Members to join the membership;
- Continue improvements on IUCN/Members' webpage and Union Portal;
- IUCN/NCs to organise a series of workshops to recruit new Members (also an opportunity for engagement)
- Provide all new Members with relevant information about IUCN, the benefits of membership and the role of Members (review material, webinars, induction workshops).
- Specific target for the IPO category expansion. Working with CEESP and Social Policy programme.

Objective 2

Learning and improving: Knowledge products, Knowledge sharing, science and knowledge.

Ensure that Members are aware of, use and contribute to the Knowledge Products, conservation tools and IUCN Publications

Key objectives include (non-exhaustive list):

- To promote the Knowledge Products, conservation tools and publications (provide training on use of KPs and contribution to data)
- To promote the work of the Union (thematically, regionally)
- To identify opportunities for two-way communication between the different stakeholders of IUCN

Actions to achieve these include (non-exhaustive list):

- Promote the work of the Union on the website (Union Portal, Newsletters etc. elsewhere)
- Identify opportunities for Members to meet with Secretariat, Council (events?)
- Make IUCN news and other membership material available in the official IUCN languages
- Capacity Building for an informed and empowered Union.

Objective 3

Influencing the environment and sustainable development agenda.

Ensure that Members, through their IUCN membership, can effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.

IUCN is respected as a serious, science-based organisation and its ability to convene and act as a bridge between governments and civil society gives it a niche. In order to maintain this uniqueness in an environment that is becoming increasingly competitive, the Union needs to use the knowledge and experiences to achieve conservation results on the ground.

Linking practice with policy is an area in which IUCN can provide substantial inputs from its Members. The Union also needs to ensure that the projects it implements do actually link with policy frameworks. Field-based interventions must continue to be strengthened in their design so that IUCN can help Members increase the reach and influence of their work.

By increasing its efforts to involve Members in the policy agenda of the Union, IUCN influence on policies, agreements and standards internationally, regionally and nationally will help better shape the management and use of natural resources.

• **Key objectives include (non-exhaustive list):**

- Better understanding and involvement by Members of the IUCN Policy agenda, within the national, regional and international environmental governance system.
- Ensure capacity building for Members to help them more actively influence, national, regional and global conservation arrangements and agreements.
- Engage Members in the policy agenda of the Union.

Actions to achieve this include (non-exhaustive list):

- How to ensure Members' understanding of policy – workshops, webinars...
- Identify areas of expertise of Members where they could effectively contribute to policy
- Provide opportunities for Members to give their views on a range of issues e.g. membership issues, Programme development

Objective 4

Networks, Partnerships and alliances. To support Members to achieve their conservation goals through networks, partnerships and alliances formed as a result of their membership of IUCN and their engagement with IUCN's Programme

- **Key objectives include (non-exhaustive list):**

1. Maximise the synergies between Members, Commissions and Secretariat to increase the influence of Members to achieve the Mission.

IUCN to use convening power to increase the potential for Members to add value by working together and to function as a whole and not as individual units.

Actions to achieve this include (non-exhaustive list):

*Analyse current National and Regional committees structure and modus operandi
Establish clear rules and regulations relating to National and Regional Committees and how they work including annual reports to DG
Develop an engagement plan involving National and Regional Committees facilitating Programme implementation*

5. Delivering the Strategy

The Director General will have responsibility for ensuring the objectives and actions of this Strategy are carried out. The Membership Unit will lead implementation and will ensure that specific projects, which focus on issues of recruitment or membership engagement, are incorporated in the action plan. However, the delivery of the strategy is not down to the Secretariat alone. Every component of the Union must take responsibility for its implementation.

Engagement Funnel

IUCN to define the stages of engagement

What can we do to move Members down the funnel (from passive membership to active contribution to the implementation of the Programme, for example)? Whilst 100% active engagement is never going to be achieved, we should identify groups and create action plans to move these along to increase engagement.

6. Evaluating the strategy

The overriding objective will be to ensure the Strategy is delivered. The Director General will monitor delivery of the objectives set out in the Strategy through an action plan which will set out what steps will be taken to meet these objectives. In monitoring the effectiveness of the Strategy, the Director General and the membership Unit will ensure that it remains meaningful and relevant.

A progress report will be submitted by the Membership Unit to the Director General at least annually.

Measurement/success (to be further developed in coordination with the Head – Planning, Monitoring, Evaluation and Risk).

Results defined in the access have been achieved on time.

IUCN will compare results with the baseline figures and engagement indicators defined.

Communications

- To ensure communications encourage engagement with Members
- IUCN will consider the needs of its diverse membership when assessing its methods of communication and aim to provide material in appropriate and accessible formats.

Matrix of the Strategy (to be completed)

Results, Products, Responsibilities and Timeliness for the Membership Strategy 2018-2024

Objective 1: Strategic engagement of Members. Ensure that Members actively participate and contribute to conservation by involving them in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively use their knowledge.			
Results	Products	Responsibilities	Timelines
1.			
2.			
Objective 2: Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.			
Results	Products	Responsibilities	Timelines
1			
2.			
Objective 3: Influencing the environment and sustainable development agenda. Ensure that Members, through their IUCN membership, can effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.			
Results	Products	Responsibilities	Timelines
1			
2			
Objective 4: Networks, Partnerships and alliances. To support Members to achieve their conservation goals through networks, alliances and partnerships formed as a result of their membership of IUCN and their engagement with IUCN's Programme.			
Results	Products	Responsibilities	Timelines
1			
2			

Membership Strategy 2018-2024 (background paper)

History

IUCN is the most significant conservation network in the world. The idea of a global Union of Members committed to achieving conservation and sustainable use of natural resources has been a central part of IUCN's identity and purpose since its creation, in 1948. Its unique membership structure (gathering both government and non-governmental organizations under the same umbrella organisation) is what differentiates IUCN from other international organisations and most notably, from the UN system (where only governments are represented).

Created 70 years ago by a group of visionaries, IUCN has been instrumental in positioning the environment in the international agenda and providing the scientific knowledge and advice on the conservation of nature and natural resources. Over the years, IUCN has strengthened its regional presence and currently has over 1300 Members in 164 countries.

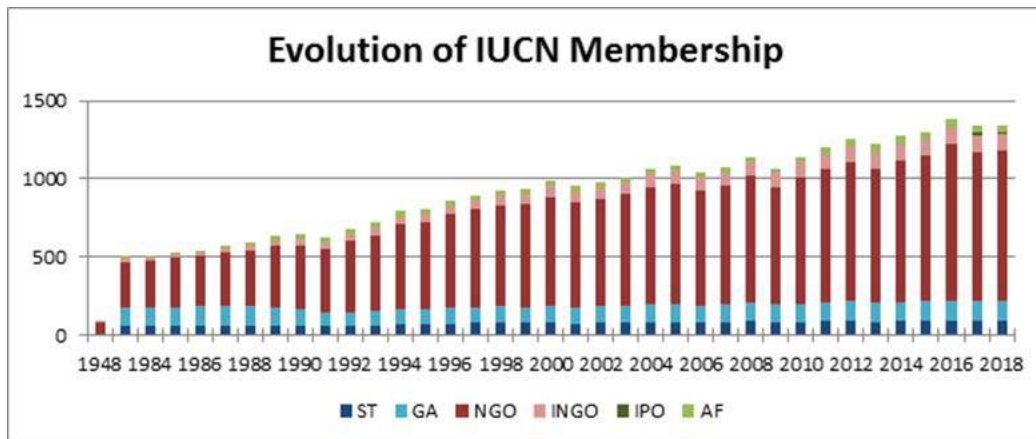
The Union has built a set of core competencies and knowledge to complement its convening power. The [IUCN Value Proposition](#) agreed by the 94th Council in May 2018 sets out a vision for the organisation going forward and has four basic elements which are central to IUCN core competencies: global to local and local to global reach, trusted knowledge, influence on standards and practices and convening power.

The [2015 External Review](#) by Universalis concluded that "IUCN's diverse membership is a recognised strength for enacting its niche, notably supporting its role as a major convenor. Gains that IUCN receives from this membership are most evident when Members participate in various fora, programmes and collective actions to advance its objectives. Members value the networking and collective voice afforded them by IUCN membership. Yet, IUCN has not created an internal enabling environment for various components of the Union to collectively and holistically address emerging global challenges".

IUCN also has the capacity to mobilise finance and human resources for conservation and sustainable development (IUCN is a GEF implementing partner, SOS provides grants for conservation work, ITHF – grants for tiger work...)

Membership Evolution

As of 28 June 2018, IUCN has 1344 Members: 89 States, 127 Government agencies, 963 NGOs, 107 I NGOs, 17 IPOs and 41 Affiliates. During 1990 – 2018, the yearly average growth of Governmental Members has been modest in comparison to the yearly average growth of NGOs.



Value Proposition

At its 94th meeting in May 2018, the IUCN Council agreed on a Value Proposition text for inclusion in the new Membership Strategy.

...Council approves the following paragraph and statement for inclusion in the proposed revised IUCN Membership strategy, in referring to IUCN's value and brand to attract and retain Members:

IUCN provides a global leadership role for nature conservation and sustainable development by:

- *Engaging its global, unique and diverse membership and reach;*
- *Building and deploying credible and trusted science, knowledge and thought leadership;*
- *Developing and promoting global standards, laws, governance guidance, policies and the networks to share and implement best practice; and*
- *Convening and establishing partnerships for solutions to global challenges.*

IUCN informs, influences and inspires nature-based solutions to global challenges.

Value of IUCN to Members

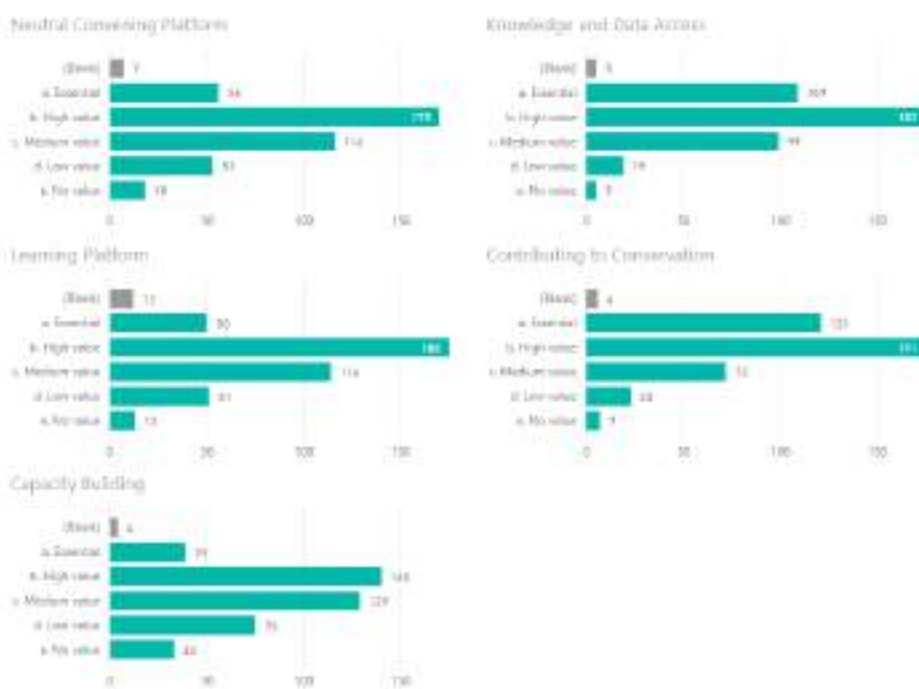
Whilst there is now a clear Value Proposition for inclusion in the Strategy, the 2105 External review recommended that the **"IUCN membership strategy should include a clear articulation of the value proposition for Members..."**

There is increasing concern from Members that they are not seeing the value of their IUCN membership.

The IUCN survey results show Members placing important value on the following elements of IUCN:

- Neutral convening platform
- Knowledge and data access
- Learning platform
- Contributing to Conservation
- Capacity Building

3. What value do these elements of your IUCN membership add to your organisation?



While delivery of these values by IUCN, was satisfactory on the whole, suggestions on improving this included the provision of more: capacity building, increased regional engagement with Members, networking opportunities and communications. This needs to be taken into consideration for the Survey.

Goals

The main aim of the Membership Strategy is to ensure that the Union has:

“An informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN”.

Is IUCN currently performing effectively as a membership-based organisation? If not, why not? and what needs to be changed?

Questions remain about IUCN membership: How does IUCN refocus the efforts of the Union to better involve and enable the Membership to achieve conservation and sustainable development at a higher level than Members are able to do on their own? What is needed to fully realise the potential of a membership Union (e.g. in terms of leadership, operational structure, positioning, regional governance) What value do our Members get from being a Member of the Union? Do they feel they getting value for the fees paid to the Union - what do they see as value?

Past external reviews have made recommendations that IUCN:

- Strengthen its networking capacity to enable Members to work together and work with the Commissions;
- Improve membership involvement in the delivery of the IUCN Programme;

- Leverage its links with Members to better inform and influence Policy; and
- Develop expertise in the new areas of the new IUCN Programme

↳ **In order to be successful, should IUCN focus its efforts on a more personalised relationship with its Members? Do we need to reassess and re-examine the Members that IUCN needs in the future.** Such an exercise would guide the recruitment element of the strategy.

The External review 2015 noted that “IUCN is clearly aware of the need to update its membership strategy, to give due consideration to expanding the membership mix (e.g. with respect to Indigenous Peoples Organisations), and decide how best to establish a relationship with the private sector. Further, IUCN’s capacity to leverage bigger change lies in its global reach. But a ‘collective voice’ through alliance-building and collaboration across its membership is not yet commensurate with IUCN’s potential as a global convenor. While IUCN endeavours to add value to the efforts of Members, IUCN’s membership is clearly an important revenue base, with state Members contributing the most.” (External review 2015, Executive summary p12)

Personas

The strategy should target all categories of Members here (States and GAs, INGOs and NGOs, IPOs and Affiliates). Each of these categories needs to be addressed separately in order to take into account the different challenges and requirements they need.

We need to work across the Union to identify what the needs and expectations are and how we can address them.

For Affiliates, do we need to revisit this category? Open it up to new sectors – eg Private Sector, Youth, Zoos and aquaria, others?

External Review 2015 made the following consideration when referring to membership:

↳ **“...that consideration be given to a non-voting observer status membership for private sector actors”.** This view is supported by respondents to the IUCN survey. Should the Union also look to have a greater engagement with the Youth. (Strategic Recommendation 12. External review 2015, Executive summary p22)

Work with IPOs has is underway within the Union. There has already been good collaboration between IPO Members, Commissions and the Secretariat. This should be developed further in the strategy.

We need to consider what to do about Members who do not actively participate in IUCN’s work. They should be encouraged to, of course, but if they do not, should we encourage them to withdraw so that the Union has an active membership, or are numbers more important?

Objectives

Based on research of past papers, external reviews and responses from the IUCN membership, suggested objectives to achieve an informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN”, could be:

Objective 1: Strategic engagement of Members. Ensure that Members actively participate and contribute to conservation by involving them in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively use their knowledge.

Objective 2: Learning and improving. Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.

Objective 3: Influencing the environment and sustainable development agenda. Ensure that Members, through their IUCN membership, can effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.

Objective 4: Networks, Partnerships and alliances. To support Members to achieve their conservation goals through networks, alliances and partnerships formed as a result of their membership of IUCN and their engagement with IUCN's Programme.

General considerations to guide the drafting of the new strategy, including those from the membership survey undertaken in 2017-2018

Over the years, much has developed within the Union and the development of the Union Development Group, UDG, was indicative of the will of the organisation to strengthen its engagement with Members and the support it provides them as well.

IUCN is fortunate to have a diverse membership. Members employ a wide range of approaches and work on a variety of projects and initiatives. They have joined IUCN because they share and support the objectives of the Union as set out in the Statutes and Regulations.

The IUCN Statutes clearly set out the importance of engaging Members to attain its objectives of conserving the integrity and diversity of nature and ensuring that any use of natural resources is equitable and ecologically sustainable.

The mobilisation of Members, strengthening the Member capacity to conserve biological diversity and safeguard ecological life-support processes at global, regional, national and local levels; promotion of enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners; and the development of expert networks and information systems to support its Members and components provide a mandate in which the Secretariat and staff are required to function and operate within the wider membership.

The updated strategy should outline simple steps that everyone in the Union is able to adopt to address the challenges of recruiting and retaining Members.

Is IUCN's niche as a convener still applicable?

The 2015 External Review by Universalis concluded that *"IUCN is an organisation whose niche, among other things, is its ability to convene different Commissions, Members, partners and other actors, intent on advancing conservation and sustainability outcomes. Comparison with global biodiversity conservation and sustainable development organisations (including Members of IUCN) has brought IUCN's niche as a convener to the fore. Other organisations share some of the same assets as IUCN – influencing policy, using scientific evidence, setting standards – but none has the same convening power as IUCN"*.

The authority underpinning this convening function stems largely from the scientifically informed work it undertakes, and its effort to inform the decision-making and practices of policymakers, civil society and private sectors leaders and others across the global environment. While IUCN is perceived as an organisation that leverages knowledge for policy influence, there is as yet much work to be done to ensure its continued relevance and effectiveness in this respect ..."

The Statutes of IUCN outline a clear purpose and objectives of serving a membership aimed to realize the potential characteristic of a global Union of members where there is purposeful management and governance of the work of the Union.

It is generally agreed that the IUCN mission and objectives and the notion that Union is a world class knowledge-based organisation, are important to the Union. However, increasingly, there are a number of issues that are being raised, particularly by Members.

These include:

i. Relevance of IUCN to Members

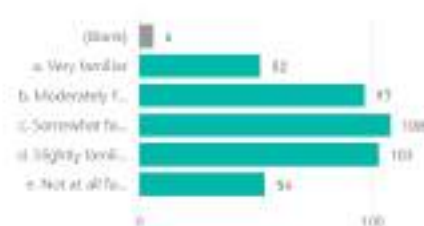
The involvement and satisfaction of Members with the Regional and Global IUCN Programme are important. Highlighting, producing knowledge products and providing the necessary links that support a relevant IUCN are key. Member familiarity with the IUCN Global and Regional Programme was highlighted in the recent IUCN Members’ survey.

11. How familiar is your organisation with:

IUCN's Global Programme 2017-2020



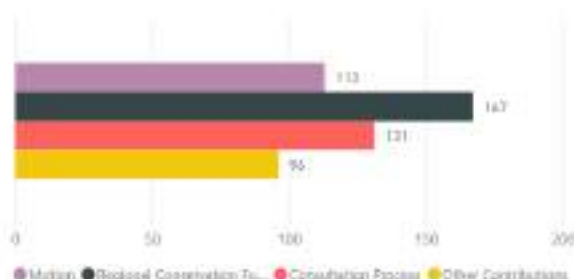
IUCN's Programme in my Region 2017-2020



12. Involvement Extent in the design of the IUCN Programme 2017-2020?



13. Which type of involvement?



While Members tend to be more familiar with the Regional Programme, there is less engagement with the Global Programme. Efforts will need to be made to ensure that they see the connection between the two.

Information on Member involvement in projects is now readily available with the development of the [IUCN Project Portal](#). Continued development of this tool is ongoing.

ii. Involvement and satisfaction with IUCN Components - National Committees, Regional Councillors, the IUCN Council and Regional Conservation Fora.

Regional and National Committees are well-positioned to play convening and policy influencing roles in their respective locations. However, to link national, regional and global levels, they need to be

better informed about IUCN’s programmes while also contributing to them. While Committees are encouraged to align with IUCN’s priorities, objectives and approaches, detailed mechanisms for coordination are not defined. There also need to be clearer and enforceable accountability mechanisms in place to favour greater coherence and alignment of Regional and National Committees with IUCN priorities, objectives and approaches. Are National and Regional Committees working effectively as platforms for networking and collaboration? Whilst National and Regional Committees provide a useful interface between the Union and its Members, questions need to be raised regarding the governance of these bodies.

The Survey results showed that Members found generally satisfactory to have a level of interaction with other IUCN components falls somewhere between every one and six months.

24. How often do you interact with IUCN components?



25. To what extent do you find this frequency satisfactory?



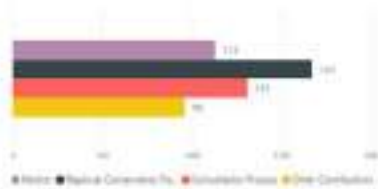
The **Regional Conservation Fora**, take place the year before Congress and provide Members, Commissions and Secretariat with an opportunity to meet and prepare for the next World Conservation Congress.

The agendas of the Regional Fora usually include consultation on the **IUCN Programme** and on any changes proposed to the governance of the Union from the IUCN Council, as well as training sessions on all aspects of the Congress (motions process, accreditation, voting, etc.) to ensure Members are well prepared to exercise their rights and to get the most out of the experience.

Key to the success of the World Conservation Congress, the Regional Fora are a major concern for the Membership Unit and Membership Focal Points worldwide. Together with the other departments of the Constituency Support Group (Governance Unit and Congress Unit). Support materials and presentations are made available to Members, Commission Members and Secretariat staff.

The Survey results show that the RCFs are the most important form of involvement in the development of the Programme for Members (30%). It is therefore essential that the Agendas for the RCFs include adequate time for this discussion with Members.

B. Which type of involvement?

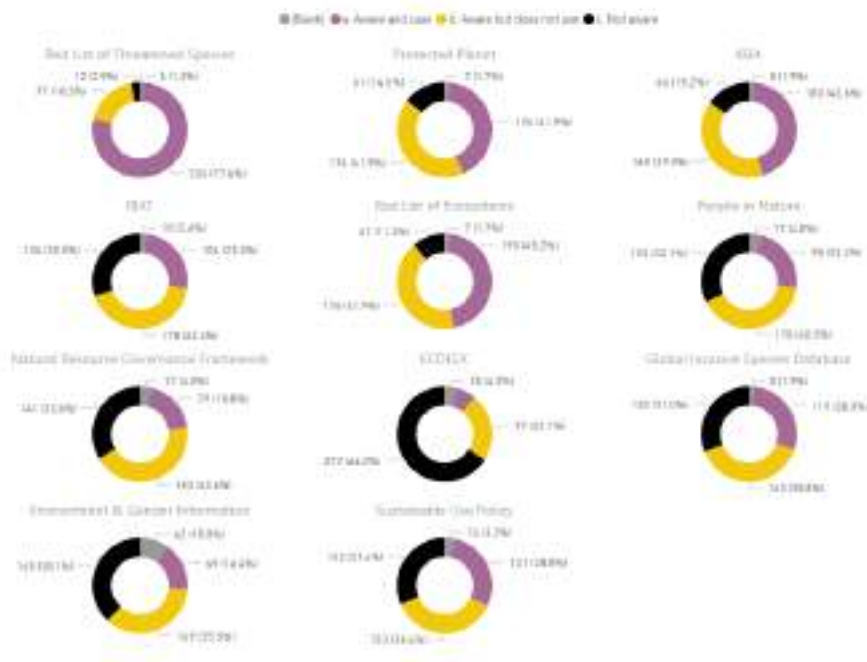


iii. Publications and Knowledge products

A critical product and service IUCN provides are its publications and knowledge products. However, whether Members are accessing these products remain a challenge. In addition, producing consumable products in various forms of the media can also be explored.

IUCN publications are a key element of value provision to Members. The results on the Knowledge Products were somewhat surprising in that they demonstrated a mixed awareness of many of these and even less when asked if they knew they could contribute to these. Membership of IUCN is not only about what value and benefits Members receive but also what they can contribute to advance the Union’s vision and conservation. Data contribution to these products is invaluable and Members, who are working in the field should be a key component to such work. In addition, contribution should increase engagement. All knowledge products should strive to have the same recognition as the RedList and work needs to be done with respect to making Members aware that they are able to contribute to these products.

18. Is your organisation aware of the following knowledge products?



19. Does your organisation contribute data or other resources to these knowledge products?



Other fora Members request are workshops, access networks, policy forums, face to face discussions. However, funding issues often prevent these from taking place. Other avenues could be explored along with new and improved technology (webinars, apps etc.) Funding issues also affect these options.

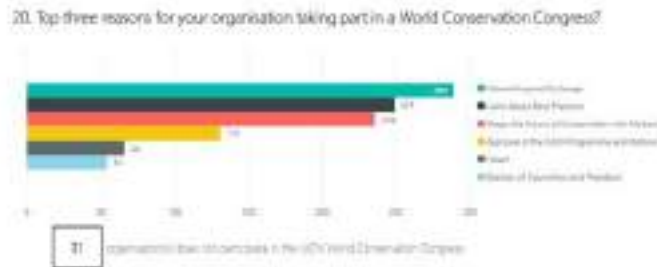
iv. Member relations

Members expect to receive clear, punctual information (by the Secretariat). A clear understanding of what Member expectations are from the moment they join is paramount to establishing a good relationship. Membership Focal Points are valuable contacts in this respect and efforts need to be

made to increase face to face (voice) contacts. It is not sufficient just to communicate by email – Members require more (not all of course, but the balance needs to be found).

v. World Conservation Congress

The World Conservation Congress is the key event in the membership calendar. The opportunity to network and exchange information, learn about emerging conservation and sustainable development issues and best practices, identify new alliances and partnerships, participate in the discussion and approval of the IUCN Programme are all very highly regarded by IUCN Members.

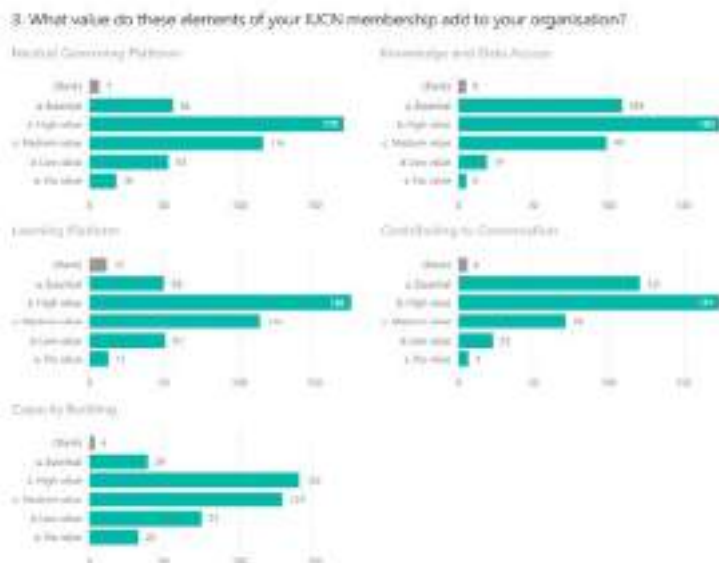


The challenge we face is how to continue the conversations in between Congresses?

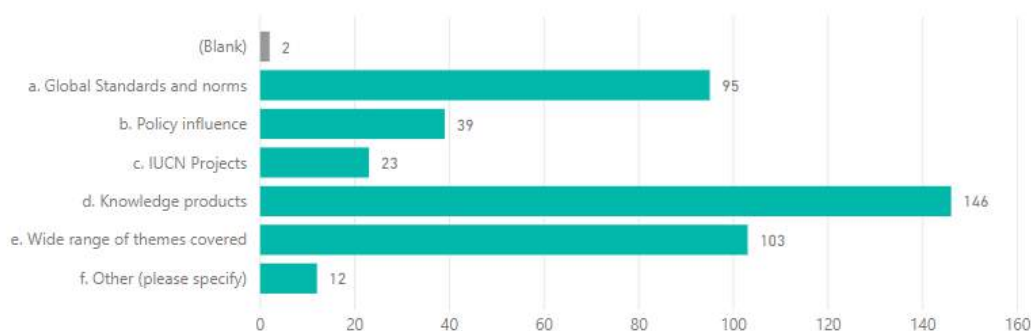
vi. Value of IUCN membership

This is of key importance of IUCN members. Value is seen as the sense of identity in belonging and contributing to the global conservation movement, having access to a platform for learning and influencing change, access to conservation knowledge, brand credibility, a unique governance role. Some Members request access to technical assistance and funding opportunities. However, this is not the primary role of IUCN (IUCN’s work with GEF, and the GCF, ITH, SOS – funding possibilities with Members. Should they be given priority when awarding grants?).

A challenge for IUCN is that Members are increasingly questioning what they perceive to be the value they are getting with respect to the annual dues that they pay. **It is essential that the message gets out there that often the benefit is not necessarily an immediately tangible one.** The question is how?



6. Which area of IUCN's work adds most value to your organisation?



Membership Retention

The perceived value (or lack of it) of IUCN membership is having an increasing impact on membership retention. An increasing number are facing the challenge of keeping up with the payment of membership dues while measuring in monetary values the benefits of being a Member of IUCN. This issue will require careful consideration particularly given financial implication of any recommendations/decisions taken on IUCN financial framework structures and its Members and the delivery of membership services and products delivered.

This important issue should be addressed by all IUCN constituents. Considerations include:

- i. Sharing information ensuring that Members are familiar with Programme areas and other Union matters;
- ii. Where possible, involve Members in Programme or projects areas (new Project Portal allows for information to be accessed easily);
- iii. Ensure cross-Union interaction (Members-Councillors-Commissions-Secretariat)
- iv. Ensure regular communication to Members regarding research, knowledge products and other publications. (Survey shows Members really value these products);
- v. Increase IUCN's regional presence through improved communication, knowledge products, feedback and information sharing.
- vi. Strengthen the participation of Members in Regional Conservation Fora as an entry point to the World Conservation Congress;
- vii. Increase knowledge and capacity of Members through workshops and other programmes staff may develop and execute (funding dependent);

Membership Recruitment

How can IUCN strengthen Membership Recruitment?

- i. Development/update awareness/recruitment products by the Union Development Group (UDG)
- ii. Train and include membership support and recruitment in TORs for IUCN staff globally.
- iii. Ensure Regional Directors are supported in the recruitment of Members – efforts should be made to increase membership of all categories but emphasis should be placed on State Member recruitment;
- iv. Induction of new staff to include Membership session and the importance of the Union;

- v. All staff presenting and leading discussions in workshops, meetings and events to include 3 slides highlighting the Union and Membership;
- vi. All Programme Coordinators and Project Managers to take a proactive role in advocating and creating awareness on membership and the Union and the work of IUCN

Recruitment of State Members

The direct recruitment of State members should be the responsibility of Regional Directors with strong support provided by the Director General where possible, the Membership Unit and Councillors in IUCN regions. This is due to the need to understand the political and environmental conditions and climate of each country and each region. A set decorum, rapport and engagement are usually demanded when dealing with States, Leaders and with high level officials in the bureaucratic levels in some countries.

IUCN Support/Services to Members

Emphases on improving IUCN Services to Members have been highlighted in the past decade where areas of focus included membership development and organisational strengthening for greater impact. Can IUCN play a more effective role in building a stronger Union by providing services aimed at strengthening institutions and organisations so that they in turn can play a more effective role in conservation at regional, national and local level?

Distinct from regional programmes where there is an expectation that regional offices will involve Members in the planning of the regional programme, the involvement of Members in the IUCN Global Programmes is unclear with staff engaging organisations outside of the Membership to progress programmes and projects. Should we continue to do so?

i. Focus services on membership development and organisational strengthening for greater Impact

- The IUCN CRM should be used to its full potential and thematic programmes should be required to input work undertaken with Members and in what areas so that this information is available to others (e.g. when looking for partners on a new project. Projects are entered into the Project Portal but any other activities/meetings, etc should be added to the CRM.
- National Committees (see above)
- Provide for regular feedback by Members; Resources to be made available by to ensure the necessary follow-up with Members.
- IUCN to improve delivery of services and communication accessible and useful to Members regionally, nationally and locally – Members working with communities and implementing conservation work usually miss out on great opportunities and information that can benefit them;
- Develop a clear mechanism and define expectations with respect to the involvement of Members in global thematic programmes;
- Services and information should be accessible and useful for Members regionally, nationally and locally. Members working to implement conservation work at the community level almost never receive information;
- Global programme secretariat to collect and synthesize information on best practices and lessons in conservation across the Secretariat and membership, and to make this widely available to the membership and partners.

ii. Capacity Building for Members (working with Members to identify these)

- IUCN to provide capacity building for Members, particularly in strategic decision-making and achieving policy influence in key areas such as climate change. Other matters pertaining to effective implementation of the Programme.
- Provide targeted training and capacity building services at the regional and national levels (e.g. audio-visual services, educational materials, tools, guidelines, support in drafting proposals, expert advice and counsel, advisory services and help desk functions in regions and at national level through regional and country offices and national committees);
- Provide training in IUCN's traditional areas of conservation (Red List, protected areas, marine, climate change disaster risks), extraction, deep sea mining, as well as in policy development and advocacy). Contribution to knowledge products.

iii. Governance and the role of National Committees in overseeing the quality of services to Members

- Encourage National Committees to play a more significant role in communicating with and supporting Members, including:
 - assessing the service needs of Members in their region;
 - ensuring Members' opinions should be clearly taken into account in the governance of IUCN;
 -

NB: The issue of governance and accountability of National and Regional Committees needs to be addressed. The current situation places (i.e. some NCs are currently operating as IUCN offices but have no accountability. This is risky for IUCN).

iv. Funding ideas and services

- Work with Members to develop proposals when needed and where Members lack this capacity;
- Innovative solutions for Members unable to pay membership dues;
- IUCN staff to be sensitised to ensure IUCN is not seen as competing with Members on project funding, rather collaborate through fundraising and sharing resources;

v. Recognize, appreciate and reward Members for good work in conservation

- The IUCN Awards at Congress allow for such recognition. Encourage Members to nominate people for these.

vi. Networking

- Continue to develop and improve the Union Portal and provide training to Members to encourage and strengthen its use;
- Encourage face-to-face discussions with Members to build relationships and a stronger constituency.

vii. Information services

- Continue to provide communication in the three official languages, English, French and Spanish.
- Members lists and profiles of expertise continue to be updated, so that Members can themselves find the expertise they need and update their profile through the Portal;
- Provide links to Members websites on the Portal and also on the IUCN Website to help others network and to raise the profile of IUCN Members;
- Timely and pertinent information to Members in the official languages including monthly Newsletters; Develop a targeting system for e-mails (apart from statutory emails). Work with Programmes and Regions to generate more relevant information;
- Support in the compilation of case studies and best practices of conservation work undertaken by Members to be developed and widely circulated; Useful for Member Profiles on the IUCN Website and Portal.

Member involvement in IUCN Commissions

How to strengthen the intra-group cooperation and collaboration?

There is currently little overlap between the membership of IUCN and Commissions. There appears to be a lack of awareness of the specific work of Commissions and how Members can become involved in the work of the Commissions and vice-versa. **Can Members increase participation in Commissions and specialist groups and what sort of criteria is there for the involvement of members?** In addressing these concerns strategies need to address the following:

Work between the Membership Unit and the newly created Commission Support Unit is being undertaken to ensure that opportunities and synergies are identified;

- IUCN Commission website pages updated and activities, updates and programmes of Commissions are available on there;
- Commission representatives are invited to take part in National and Regional Committee meetings in regions (voting rights of Commissions within Committees is currently being studied by IUCN Council);

Communication - Increasing the prominence of Membership

The 2015 Review found that *“one of the critical threats to the cohesiveness of the Union is the paucity, variability and inconsistency of internal communication among all components. Overall, IUCN is not in the practice of socialising its knowledge across the Union.”* (External Review of IUCN 2015, Executive Summary, p10)

Survey results included Members requesting more information and communication from the Secretariat. There will be follow-up research made into exactly what information and communication they require as both terms are very broad.

Secretariat should ensure:

- Prompt dissemination of notices of opportunities for Members to be more involved in;
- Continued development and updating of the Union Portal;

- carry out regular surveys to get feedback on Member engagement and satisfaction;

Membership Policy Guidelines

This document was approved by Council in 2001. To our knowledge, they have not been rescinded since. They are very outdated but do contain some key phrases that may need to be tested with GCC/Council, or at least considered in the new strategy, these include:

- Council will not place a limit on the size of the membership
- Council will keep under review the administrative workability and financial implications of an expanding membership, in order to ensure balance between the rate of expansion of the membership, and the capacity and resources available to maintain a service to members.
- IUCN will formulate and apply an approach to the recruitment of Members that complements the geographical origin of applicants, and that seeks to ensure that IUCN membership is strong in all Regions.
- Special efforts will be made to maximize the number of State members and Government agency Members in the Union given their significance in the social, economic and political order within societies, and their responsibilities for managing the policy-making processes. At the same time, IUCN will encourage and support efforts of its civil society Members to contribute to policy-making and standards setting.
- IUCN will embark on an active process of recruitment. In this process, all Members and components of IUCN will be encouraged to play a part in “growing” the Union’s membership where it is most needed.
- The guideline is outdated and largely reiterates the Statutes.

Resources

Resources needed to implement the Strategy will need to be clearly defined.

Who is responsible for implementation of the Strategy: Secretariat (UDG, Regional Offices, Programmes, Leadership Team), Council, Members, Commissions.

IUCN will need to identify funding sources that the Secretariat needs to allocate core funding for its membership work, (should IUCN consider establishing a membership engagement fund?).

Budget lines for membership engagement and growth should be included as an element of programme and project funding going forward.



1 October 2018

ATTENTION:

Jennifer Mohamed-Katerere

Chair: IUCN Governance & Constituency Committee

Mr Zhang Xinsheng

President: IUCN

Membership engagement: fostering a vibrant and inclusive IUCN

The Regional Committee of IUCN Members in Eastern and Southern Africa fully supports the One Programme Approach, and is committed to bringing together Union constituents to raise the profile of IUCN, formulate, coordinate, implement and monitor the Programme of IUCN within the Eastern and Southern African region.

We recognise that the Eastern and Southern African regional membership is characterised by a large number of under-resourced NGO Members. However, the region is also high in biodiversity and has extraordinary potential to contribute to the achievement of the global programme.

There appears to be broad consensus among Members in our region that IUCN is an important body, however there have also been questions about the value of IUCN membership for Members. Biodiversity rich regions, like those of Africa and South America, often have only limited resources for institutional coordination, and subsequently understanding and unlocking the “value-add” of IUCN membership is critical if we are to maintain – and grow – a vibrant and inclusive Union.

We understand that concerted efforts are required to ensure that Members, Commissions and the Secretariat work together to strengthen implementation of the programme in a way that is more inclusive.

In discussions among the Regional Committee Executive Committee, as well as with some of the Members across the region, we have identified some areas of improvement in the membership engagement of the Union:

1. **Inclusion of IUCN Members in programmatic activities of the Secretariat;** this is particularly important where programmatic work has synergies with that of national Members.
2. **Importance of clear protocols** for engaging with Members and Councillors.
3. **Need for regular, cost-effective communication** between the Secretariat and Membership. This requires active participation by both the Secretariat and Members. We understand that the IUCN Portal provides a useful platform for such communication, but recognise that the benefits of this platform have not been fully realised.

4. **Importance of in-person meetings.** Acknowledging that resources are limited, we urge the Secretariat and Members to take advantage of existing programming activities to schedule in-person meetings wherever feasible.
5. Developing and **sharing a global calendar of meetings** to encourage proactive engagement.

Recent experiences, from the South Africa IUCN National Committee, have underscored the value of IUCN as a mechanism for government/NGO engagement. It is therefore important for national, sub-national and local governments to be actively represented in IUCN, and for the Secretariat to leverage its significant convening power to assist with such engagement.

The membership strategy is therefore a high priority and we urge IUCN Council to expedite the completion of this document, including the development of mechanisms for monitoring future engagement.

We look forward to your response, and remain committed to actively supporting a strengthened engagement process.

Kind regards



Harriet Davies-Mostert
On behalf of the Executive Committee
IUCN Regional Committee for East and Southern Africa
harrieta@ewt.org.za

CC:

IUCN African Regional Councillors: Ali Kaka, Jesca Eriyo Osuna, Mamadou Diallo

IUCN Regional Secretariat: Luther Anukur, Mampiti Matete

IUCN Eastern & Southern Africa Regional Committee: Isaiah Nyakusendwa, Neil Fitt, Serge Rajabeolina, James Njogu, Gladys Kalema-Zikusoka



Sudamérica, junio de 2018

Señora Jennifer Mohamed-Katerere
Presidente
Comité de Gobernanza y Constituyentes
Consejo de la UICN

Estimada Jennifer:

Reciba un saludo del Comité Sudamericano (CS) de Miembros de la UICN.

Quiero poner en su conocimiento que, en la última reunión del CS, realizada el pasado 20 de junio, varios presidentes de comités nacionales de la región manifestaron su malestar con respecto a la visita y desarrollo de actividades en sus países, por parte de otros constituyentes de UICN, sin el debido conocimiento de los miembros nacionales.

El CS considera que el enfoque ONE PROGRAMME, en el que esta región coopera constantemente, se fortalecerá mediante una política de correspondencia y consideración mutua. Solicitamos, señora presidente, que el tema sea abordado en el marco del Comité de Gobernanza y Constituyentes del Consejo, de manera que se tomen las medidas necesarias para coadyuvar a robustecer el sentido de trabajo en red.

Muchas gracias, señora presidente, por su continua apertura y apoyo a las inquietudes de la membresía sudamericana.

Atentamente,

A handwritten signature in black ink, appearing to read 'Ana Di Pangraccio', written in a cursive style.

Ana Di Pangraccio
Presidente del Comité Sudamericano

CC. Miembros del Comité Sudamericano



South America, June 2018

Mrs. Jennifer Mohamed-Katerere
President
Governance and Constituency Committee
IUCN Council

Dear Jennifer:

Greetings from the South American Committee (SC) of IUCN Members.

I would like to inform you that at the last meeting of the SC, held on June 20, several presidents of national committees in the region expressed their discomfort with regard to the visit and development of activities in their countries, by other constituents of IUCN, without the due knowledge of the national members.

The SC considers that the ONE PROGRAM approach, in which this region cooperates constantly, will be strengthened through a policy of correspondence and mutual consideration. We request, Madame President, that the issue be addressed within the framework of the Council's Committee of Governance and Constituents, so that necessary measures are taken to help strengthen the sense of networking.

Thank you very much, Madame President, for your continued openness and support to the concerns of the South American membership.

Sincerely,

Ana Di Pangracio
President of the South American Committee

CC.
Members of the South American Committee



95th Meeting of the IUCN Council, Jeju (Republic of Korea), 6-8 October 2018

16th Meeting of the Governance and Constituency Committee

Agenda Item GCC16/2.4

Consideration of 33 membership applications

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to Council on the 33 following membership applications:

1. 25 new membership applications, which have received no objections from IUCN Members and fulfill the requirements of the IUCN Statutes and Regulations;
2. Four (4) membership application, which received objections from IUCN Members (Autoridade de Avaliayao Ambiental Competente, Guinea Bissau, Thinking Animals, USA, NGO Forum, Cambodia and Saibaan Development Organisation, Pakistan);
3. One (1) membership application from the Association Française des Entreprises pour l'Environnement, France, which was considered by the 94th meeting of Council and for which the decision was deferred to the 95th meeting of Council in October 2018;
4. One (1) membership application from the Asociación para el Bienestar y Amparo de los Animales del Cantón de San José (Association for the Welfare and Protection of Animals of the Canton of San Jose), Costa Rica, which received objections from IUCN Members and for which the decision was deferred to the 95th meeting of Council;
5. One (1) membership application from the Fundación Chito y Nena Kafie, Honduras, which received concerns from the GCC and for which the decision was deferred to the 95th meeting of Council.
6. One (1) membership application from the Agence Française pour la Biodiversité (French Agency for Biodiversity), for which the decision was deferred to the 95th meeting of Council.

Background

The application and admission process for any organisation/institution interested in becoming an IUCN Member is regulated by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

Consideration of the membership applications

The Governance and Constituency Committee is invited to consider the 33 membership applications and to make a recommendation to the 95th meeting of Council. As per the admissions process, all applications were shared with IUCN Members (Regulation 14).

1. Twenty-five (25) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations

The Governance and Constituency Committee is requested to make a recommendation to Council on the 25 new membership applications which have received no objections from IUCN Members. See **Annex I below** for the list of applications. *In the table of Annex I, click on the link in the right hand column to open the application form with the information provided by each applicant and the assessment form completed by the Secretariat when reviewing membership applications.*

These 25 applications were submitted by the deadline of 30 June 2018 and circulated to IUCN Members on 7 August 2018. Members with voting rights had until 4 September 2018 to submit an objection (Regulation 15).

Following Council decision [C/94/13](#), Councillors and National/Regional Committees were requested to answer a set of questions on each new submitted application. The feedback received so far, is available as **Annex II**. Additional questions to applicants, also endorsed by Council in May 2018, were answered directly by the applicants through the application form.

2. Four (4) membership applications, which received objections from IUCN Members

The following applications were submitted by the deadline of 30 June 2018 and circulated to IUCN Members on 7 August 2018. Members with voting rights had until 4 September 2018 to submit an objection (Regulation 15). A few objections were received. In line with Regulation 17, the four applicants were given 3 weeks (until 27 September) to provide a reply to the objections raised. The replies to objections will be made available in due course.

The **full background documentation** (application form, endorsement letters, statutory documents, objections received from IUCN Members, replies from the applicants to the objections, feedback from due diligence process) is available as **Annex III**.

(In the summary table below, click on the link in the right hand column to open the application form with the information provided by each applicant and the assessment form completed by the Secretariat when reviewing membership applications).

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	26	Autoridade de Avaliação Ambiental Competente (Competent Environmental Assessment Authority)	AAAC	Guinea Bissau	GA	<i>Not required</i>	AAAC
North America and the Caribbean	27	Thinking Animals, Inc.	TAU	United States of America	NG	1) NG/25609 National Whistleblower Center, USA 2) IN/25534 The Born Free Foundation, United Kingdom	TAU
South and East Asia	28	The NGO Forum on Cambodia	NGO Forum	Cambodia	NG	1) NG/24839 Culture and Environment Preservation Association, Cambodia 2) NG/24670 Mlup Baitong, Cambodia	NGOF

29	Saibaan Development Organization		Pakistan	NG	1) NG/25352 Institute of Rural Management, Pakistan 2) NG/25385 Legends Society, Pakistan	SDO
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GA: Government agencies

NG: National non-governmental Organisations

3. One (1) membership application from the Association Française des Entreprises pour l'Environnement, France, which was considered by the 94th meeting of Council and for which the decision was deferred to the 95th meeting of Council in October 2018;

The application from **the Association Française des Entreprises pour l'Environnement (EPE), France** was submitted by the deadline of 31 December 2017 and circulated to IUCN Members on 9 February 2018. Members with voting rights had until 9 March 2018 to submit an objection (Regulation 15). No objections were received. During its 13th meeting in April 2018, GCC requested the Secretariat to undertake a due diligence process with Regional Councillors including the Chair of the Private Sector Task Force, the French National Committee, the Business and Biodiversity Programme and the IUCN Regional Office for Europe. The Secretariat was also requested to seek additional clarification from EPE on the record of its environmental work and its criteria for membership (within EPE's organisation).

The **full background documentation** (application form, endorsement letters, statutory documents, feedback from due diligence process) is available as **Annex IV**. A discussion page was opened on the Union Portal on 20 June 2018 for GCC to share their views. The **content of the discussion** can be accessed by clicking [here](#).

(In the summary table below, click on the link in the right hand column to open the application form with the information provided by each applicant and the assessment form completed by the Secretariat when reviewing membership applications).

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Europe	30	Association Française des Entreprises pour l'Environnement	EPE	France	NG	1) NG/24585 Humanité et Biodiversité, France 2) NG/24938 Noé Conservation, France	EPE

NG: National non-governmental Organisations

4. One (1) membership application from the Asociación para el Bienestar y Amparo de los Animales del Cantón de San José (Association for the Welfare and Protection of Animals of the Canton of San Jose), Costa Rica, which received objections from IUCN Members and for which the decision was deferred to the 95th meeting of Council

The application from Asociación para el Bienestar y Amparo de los Animales del Cantón de San José (Association for the Welfare and Protection of Animals of the Canton of San Jose), Costa Rica (**ABAANIMAL**) was submitted by the deadline of 31 March 2018 and circulated to IUCN Members on 24 May 2018. Members with voting rights had until 21 June 2018 to submit an objection (Regulation 15). 2 objections were received (+ concerns from one IUCN Member). In line with Regulation 17, ABAANIMAL was given 3 weeks to provide a reply to the objections raised. A reply was sent. The necessary due diligence checks have been processed.

The **full background documentation** (application form, endorsement letters, statutory documents, objections received from IUCN Members, replies from the applicant to the objections, feedback from due diligence process) is available as **Annex V**. Also a discussion page was opened on the Union Portal on 29.08.2018 for GCC to share their views. The **content of the discussion** can be accessed by clicking [here](#).

(In the summary table below, click on the link in the right hand column to open the application form with the information provided by each applicant and the assessment form completed by the Secretariat when reviewing membership applications).

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Meso and South America	31	Asociación para el Bienestar y Amparo de los Animales del Cantón de San José	ABAANIMAL	Costa Rica	NG	1) NG/25217 Preserve Planet, Costa Rica 2) IN/25238 Asociación Mesoamericana para la Biología y la Conservación, Costa Rica	ABAANIMAL

NG: National non-governmental Organisations

5. One (1) membership application from the Fundación Chito y Nena Kafie, Honduras, which received concerns from the GCC and for which the decision was deferred to the 95th meeting of Council

The application from **Fundación Chito y Nena Kafie, Honduras** was submitted by the deadline of 31 March 2018 and circulated to IUCN Members on 24 May 2018. Members with voting rights had until 21 June 2018 to submit an objection (Regulation 15). No objections were received but concerns were submitted by GCC members and one IUCN Member by e-mail correspondence, reason why the decision on this application was deferred to the 95th Council.

The **full background documentation** (application form, endorsement letters, statutory documents, feedback from due diligence process including concerns from one IUCN Member) is available as **Annex VI**. Also a discussion page was opened on the Union Portal on 29.08.2018 for GCC to share their views. The **content of the discussion** can be accessed by clicking [here](#).

(In the summary table below, click on the link in the right hand column to open the application form with the information provided by each applicant and the assessment form completed by the Secretariat when reviewing membership applications).

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Meso and South America	32	Fundación Chito y Nena Kafie		Honduras	NG	1) GA/25551 Secretaría de Energía, Recursos Naturales, Ambiente y Minas, Honduras 2) IP/24707 Agencia para el Desarrollo de la Mosquitia, Honduras	KAFIE

NG: National non-governmental Organisations

6. One (1) membership application from the Agence Française pour la Biodiversité (French Agency for Biodiversity), for which the decision was deferred to the 95th meeting of Council.

The application from the Agence Française pour la Biodiversité (AFB) as Affiliate instead of Government agency was questioned by the GCC Chair. Opinion was provided by the Legal Adviser (**Annex VII**) for consideration by GCC. Decision was deferred to the 95th Council. The French National Committee of IUCN Members provided some feedback which is available as **Annex VIII**.

Summary of Annexes

- Annex I: List of new membership applications
- Annex II: Membership applications – Due diligence process
- Annex III: Membership applications which received objections
- Annex IV: EPE
- Annex V: ABAANIMAL
- Annex VI: Fundación Chito y Nena Kafie
- Annex VII: Legal opinión – GAs applications as Affiliates
- Annex VIII: AFB – Feedback French National Committee

**Membership Applications
to be considered by the IUCN Council in October 2018**

Annex I

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Alliance des Défenseurs des Droits Humains et de l'Environnement au Tchad (Chadian Alliance of Defenders of Human and Environment Rights)	ADHET	Chad	https://www.facebook.com/nandjede/	NG	1) NG/25732 Green Connexion International, Cameroon 2) NG/25316 Cameroun Ecologie, Cameroon	ADHET
	2	Conservation des Espèces Marines (Marine Species Conservation)	CEM	Côte d'Ivoire	http://www.ong-cem.org	NG	1) NG/25723 Green Connexion International, Cameroon 2) NG/25454 Rainforest Trust, USA	CEM
	3	Forêts pour le Développement intégral (Forest for Integral Development)	FODI	Democratic Republic of the Congo	http://www.fodi-rdc.org	NG	1) GA/25732 Green Connexion International, Cameroon 2) NG/25316 Cameroun Ecologie, Cameroon	FODI
	4	Herp Conservation Ghana	Herp- Ghana	Ghana	http://www.herpphghana.org	NG	1) NG/25454 Rainforest Trust, USA 2) NG/25723 Green Connexion International, Cameroon	Herp-Ghana
	5	Giraffe Conservation Foundation	GCF	Namibia	http://www.giraffeconservation.org	NG	1) NG/500 Endangered Wildlife Trust, South Africa 2) NG/24892 Southern African Wildlife College, South Africa 3) NG/25510 Namibrand Nature Reserve, Namibia 4) Sahara Conservation Fund, France (on behalf of IN/25577 SCF, USA)	GCF
	6	Busitema University Faculty of Science and Education Nagongera Campus	BUFSE	Uganda	http://www.busitema.ac.ug	NG	1) NG/24657 Bwindi Mgahinga Conservation Trust, Uganda 2) IN/195 Wildlife Conservation Society, USA	BUFSE
Meso and South America	7	Reserva Ecologica de Guapiáçu (Guapiáçu Ecological Reserve)	REGUA	Brazil	http://www.regua.org	NG	1) NG/25454 Rainforest Trust, USA 2) National Committee of The Netherlands	REGUA
	8	Sociedade para a Conservação das Aves do Brasil - SAVE Brasil (Society for the Conservation of Birds in Brazil)	SAVE - Brasil	Brazil	http://www.savebrasil.org.br	NG	1) NG/25454 Rainforest Trust, USA 2) NG/1327 Instituto de Pesquisas Ecológicas, Brazil (Institute for Ecological Research)	Save Brasil
	9	Fundación Ecohabitats (Ecohabitats Foundation)	Ecohabitats	Colombia	http://www.fundacionecohabitats.org	NG	1) NG/25454 Rainforest Trust, USA 2) NG/25191 Fundacion Biocolombia, Colombia	Ecohabitats
	10	Fundación Neotrópica (Neotropica Foundation)	FN	Costa Rica	http://www.neotropica.org	NG	1) IN/25238 Asociación Mesoamericana para la Biología y la Conservación, Costa Rica (Mesoamerican Society for Biology and Conservation) 2) IP/25031 Asociación SOTZ'IL, Guatemala	FN
	11	Fundación EcoMinga (EcoMinga Foundation)		Ecuador	http://www.ecomingafoundation.wordpress.com	NG	1) NG/25454 Rainforest Trust, USA 2) NG/25586 Fundación Jocotoco, Ecuador	Ecominga
	12	Red de Manejo del Bosque Latifoliado de Honduras (Broadleaf Forest Management Network of Honduras)	REMBLAH	Honduras	http://www.remblah.com	NG	1) GA/25551 Secretaría de Recursos Naturales y Ambiente, Honduras (Ministry of Natural Resources and Environment) 2) IP/24707 Agencia para el Desarrollo de la Mosquitia, Mexico (Agency for the Development of the Honduran Mosquitia)	REMBLAH
	13	ALTERNARE A.C.		Mexico	http://www.alternare.org	NG	1) NG/25032 Reforestamos México, Mexico 2) NG/1182 FAUNAM A.C./PG7, Mexico	Alternare
North America & the Caribbean	14	EarthX		United States of America	http://www.earthx.org	NG	1) NG/25541 Global Wildlife Conservation, USA 2) NG/25454 Rainforest Trust, USA	EarthX

**Membership Applications
to be considered by the IUCN Council in October 2018**

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
South and East Asia	15	Green Hunan	GH	China	http://www.greenhunan.org.cn	NG	1) NG/25179 Friends of Nature, China 2) NG/25487 China Mangrove Conservation Network, China	GH
	16	Guangdong Forest Parks Association	GFPA	China	https://park.gdf.gov.cn/index.php?option=com_sctionex&view=category&id=13&Itemid=33	NG	1) NG/25045 Beijing Forestry Society, China 2) NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China	GFPA
	17	Yunnan Green Environment Development Foundation	YGF	China	http://www.ygf.vn.cn/	NG	1) NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China 2) NG/25520 China Green Carbon Foundation, China	YGF
	18	Watawaranka Lagi Yuwa Sanjal (Youth Alliance for Environment)	YAE	Nepal	http://yae.org.np/	NG	1) NG/1044 Environmental Camps or Conservation Awareness, Nepal 2) NG/25379 Batabaraniya Susan Karya Samuha, Nepal	YAE
	19	Azad Jammu & Kashmir Environmental Protection Agency	AJK-EPA	Pakistan	http://www.epaajk.gok.pk	GA	<i>not required</i>	AJK-EPA
	20	Ghazi Barotha Taraqiati Idara (Ghazi Barotha Development Organisation)	GBTI	Pakistan	http://www.gbti.org.pk	NG	1) NG/25352 Institute of Rural Management, Pakistan 2) NG/25476 Participatory Village Development Programme, Pakistan	GBTI
West Asia	21	Petra Development Tourism Regional Authority	PDTRA	Jordan	http://www.pdtra.gov.jo/	GA	<i>not required</i>	PDTRA
Oceania	22	NSW Biodiversity Conservation Trust	BCT	Australia	http://bct.nsw.gov.au	AF	<i>not required</i>	BCT
West Europe	23	Association Beauval Nature pour la Conservation et la Recherche (Beauval Nature Association for Conservation and Research)	ABNCR	France	http://www.beauvalnature.com/	NG	1) NG/24785 European Association of Zoos and Aquaria, The Netherlands 2) NG/25113 Association Française des Parcs Zoologiques, France (French Association of Zoos)	ABNCR
	24	Fondation d'entreprise Biotope (Biotope Corporate Foundation for Biodiversity)		France	http://biotope.fr/fondation-biotope-pour-la-biodiversite/	NG	1) Noé Conservation, France 2) French Committee of IUCN Members, France	Biotope
	25	Verband der Zoologischen Gaerten (VdZ) (Association of Zoological Gardens)	VdZ	Germany	http://www.vdz-zoos.org	NG	1) NG/25348 Zoo Leipzig, Germany 2) NG/25072 Zooschweiz, Switzerland	VDZ

MEMBERSHIP APPLICATIONS WHICH RECEIVED OBJECTIONS FROM IUCN MEMBERS

Africa	26	Autoridade de Avaliação Ambiental Competente (Competent Environmental Assessment Authority)	AAAC	Guinea Bissau	n/a	GA	<i>not required</i>	AAAC
North America and the Caribbean	27	Thinking Animals, Inc.	TAU	United States of America	http://thinkinganimalsunited.org	NG	1) NG/25609 National Whistleblower Center, USA 2) IN/25534 The Born Free Foundation, United Kingdom	TAU
South and East Asia	28	The NGO Forum on Cambodia	NGO Forum	Cambodia	http://www.ngoforum.org.kh	NG	1) NG/24839 Culture and Environment Preservation Association, Cambodia 2) NG/24670 Mlup Baitong, Cambodia	NGOF
	29	Saibaan Development Organization	SDO	Pakistan	http://www.saibaan.org.pk	NG	1) NG/25352 Institute of Rural Management, Pakistan 2) NG/25385 Legends Society, Pakistan	SDO

NG National Non Governmental Organisations
AF Affiliates

GA Government agencies

Membership applications submitted by the deadline of 30 June 2018

Due diligence process feedback from IUCN Councillors and National Committees

Giraffe Conservation Foundation, Namibia

1) Are you aware of the existence of this organisation?

- ESARO RC: Yes

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- ESARO RC: Giraffe Conservation Foundation is an international NGO based in Namibia that raises funds and other resources for activities that promote the conservation and management of wild giraffes in Africa. I have known the Giraffe Conservation Foundation since 2014 when they first contacted me to ask for information and advice on translocating giraffes within Uganda. I worked with Kenya Wildlife Service veterinary officers to translocate Rothschild's giraffes from Lake Nakuru National Park in Kenya to Kidepo Valley National Park in Uganda in 1997 when working as the first veterinary officer for Uganda Wildlife Authority (UWA). I later wrote a proposal for a similar translocation of giraffe to Lake Mburo National Park in Uganda.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

No reply provided

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- ESARO RC: Since 2015, we have participated in translocation of giraffes to reinforce their populations in Uganda, which have been led by Uganda Wildlife Authority and funded by the Giraffe Conservation Foundation. This includes translocation of giraffes from the northern bank of Murchison Falls National Park to Lake Mburo National Park and from the northern bank to the southern bank of Murchison Falls National Park. In 2017, Giraffe Conservation Foundation also funded the first Giraffe Conservation Strategy for Uganda where our NGO, Conservation Through Public Health (CTPH), which is a member of IUCN, was invited to participate. Giraffe Conservation Foundation has conducted surveys and developed a database of individual giraffes with unique identification marks to help establish the total population of wild giraffes, which has resulted in GCF discovering a fourth sub species of giraffes in Africa.

5. How can the applicant contribute in advancing IUCN's Mission?

- ESARO RC: Giraffe Conservation Foundation can contribute to advancing IUCN's mission through their work that promotes and raises funds to assist African governments, local communities and civil society organizations to conserve wild giraffes and their habitats. They are currently the only NGO that solely focuses on conservation and management of wild giraffes and have already contributed to

IUCN through their directors and other staff members joining IUCN SSC groups. Therefore I highly recommend Giraffe Conservation Foundation to be accepted as a member of IUCN.

Autoridade de Avaliação Ambiental Competente, Guinea Bissau

Objection received - Feedback provided in Annex III

Reserva Ecologica de Guapiaçu, Brazil (Guapiaçu Ecological Reserve) - REGUA

1) Are you aware of the existence of this organisation?

- [*J. Gruenberger*](#): I don't know the organisation.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [*J. Gruenberger*](#): I don't know the organisation.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [*J. Gruenberger*](#): Based on the information published on its website, this organisation is a private reserve aimed at the conservation of the Atlantic Forest, and it complies with the criteria listed in Article 7 of IUCN's Statutes.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [*J. Gruenberger*](#): Some of the organisation's initiatives listed on its website refer to the conservation of ecosystems and native species. However, no actual projects were found but rather more results of conservation research.

5. How can the applicant contribute in advancing IUCN's Mission?

- [*J. Gruenberger*](#): Helping to conserve the Atlantic Forest is in itself an important contribution. However, it is necessary to check the management plans on which this entrepreneurship is based, which places great emphasis on tourism activities and the purchase of land.

Sociedade para a Conservação das Aves do Brasil - SAVE Brasil (Society for the Conservation of Birds in Brazil - SAVE Brasil)

1) Are you aware of the existence of this organisation?

- [J. Gruenberger](#): I don't know the organisation.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [J. Gruenberger](#): I don't know the organisation.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [J. Gruenberger](#): Based on its website, it can be seen that this organisation, which is devoted to the conservation of Brazilian birds, complies in general with the criteria set out in Article 7 of IUCN's Statutes

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [J. Gruenberger](#): From the information provided on its website, it appears that the organisation has several programmes devoted to bird conservation, and also to education, dissemination and citizen science.

5. How can the applicant contribute in advancing IUCN's Mission?

- [J. Gruenberger](#): Based on this institution's experience, citizen science could be strengthened as could the dissemination of cases in which birds act as bioindicators and, likewise, the conservation of these animals could be promoted as part of different ecosystems.

Fundación Ecohabitats, Colombia

1) Are you aware of the existence of this organisation?

- [J. Gruenberger](#): No.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [J. Gruenberger](#): No.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources

- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [J. Gruenberger](#): Yes, from the information provided on its website, it is a civil society institution that aims to conserve ecosystems and achieve sustainability, based on different tools such as rapid ecological assessment and the planning of adaptation to climate variability and change. None of these activities conflicts with IUCN's objectives.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [J. Gruenberger](#): I only know what I have read on the institution's website.

5. How can the applicant contribute in advancing IUCN's Mission?

- [J. Gruenberger](#): According to the information presented on its website, this institution can contribute to local, regional and national conservation of Colombia, based on strategic governmental and non-governmental alliances that form part of conservation and sustainable development processes.

Fundación Neotrópica, Costa Rica

1) Are you aware of the existence of this organisation?

- [J. Gruenberger](#): I don't know this organisation.
- [Costa Rica NC](#): Yes, I am aware of the existence of this organisation.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [J. Gruenberger](#): I don't know this organisation.
- [Costa Rica NC](#): We have worked together on several issues related to nature conservation. I have known them for around 15 years. I am familiar with their activities, objectives and policies.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [J. Gruenberger](#): Yes, based on the information provided, it can be deduced that the organisation complies with the criteria listed in Article 7 of IUCN's Statutes.
- [Costa Rica NC](#): I think that the Neotrópica Foundation complies with all the criteria listed in Article 7 of IUCN's Statutes.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [J. Gruenberger](#): In accordance with the information provided, the organisation combines integrated nature conservation activities with sustainable development, based on environmental, social and economic actions. Some of its programmes are aimed at community empowerment and socio-environmental management; in order to attain sustainable productive solutions and global environmental citizenship.
- [Costa Rica NC](#): The Neotrópica Foundation has carried out excellent work in aspects such as environmental education and appropriate nature management. In particular, they have conducted important forest conservation campaigns on the Osa Peninsula, and recently they assessed the damage caused by Nicaragua in the forests and wetlands of Calero Island in the north of the country.

5. How can the applicant contribute in advancing IUCN's Mission?

- [J. Gruenberger](#): In accordance with the information provided, the work it carries out in rural areas appears to be of great importance for IUCN's work, for example the more integrated and sustainable use of rural and, in particular, natural ways of life.
- [Mexico NC](#): Without a doubt, Neotrópica Foundation's contributions to IUCN will be extremely valuable, above all due their great experience and the methodologies they use.

Red de Manejo del Bosque Latifoliado de Honduras (Broadleaf Forest Management Network of Honduras) - REMBLAH

1) Are you aware of the existence of this organisation?

- [J. Gruenberger](#): I don't know this organisation.
- [Honduras NC](#): Yes, I know of this organisation and that is it registered with URSAC, which is the government body responsible for registering civil society organisations in this country.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [J. Gruenberger](#): I don't know this organisation.
- [Honduras NC](#): We have a relation of associated organisations and a local network called the "Honduran Council for Voluntary Forestry Certification" promoted by the FSC. I have known the organisation since it was created at the end of the 1990s. Yes, I am familiar with its activities, objectives and policies.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- **the organisation's activities to date embody the conservation of the integrity and diversity of nature;**
- **they aim to ensure the equitable and ecologically sustainable use of natural resources**
- **they aim to influence and encourage the meeting of IUCN objectives?**
- **Are they involved in any activities that conflict with the objectives of IUCN?**

- [J. Gruenberger](#): In general terms, it would appear that this organisation complies with the criteria set out in Article 7 of the IUCN Statutes and is not involved in any activities that conflict with the latter, since it attempts to constitute a forum for the analysis, planning, dialogue and coordination of mechanisms and activities that facilitate processes for the development and improvement of living conditions in communities, promoting the conservation and sustainable management of natural and

cultural resources with a focus on social and gender equality. However, based on the documents revised, it appears that this organisation backed the production and sale of charcoal as a means of supporting forest communities affected by the invasion of the southern pine beetle, and in order to provide a viable alternative option in broadleaf forests to the waste produced as a result of logging and sawmilling processes. Inasmuch as the production and use of charcoal produce greenhouse gases, it would be a good idea to study whether this activity is incompatible with the conservation of the integrity and diversity of nature and the sustainable use of natural resources.

- [Honduras NC](#): Yes, the organisation complies with Article 7 of IUCN's Statutes. Its nature, action and commitment are very much in line with the mandates of this Article in the Statutes.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [J. Gruenberger](#): JG: Based on the information provided, in addition to the construction of charcoal kilns, this organisation's main projects aim to:
 - * Help recover forested areas in Honduras.
 - * Determine the contributions made by women to rural developments, as the leading figures in sustainable development.
 - * Assess quickly the impacts of climate change on the management of water resources, the availability of water for human consumption in the Dry Corridor and 12 municipalities of Honduras.
 - * Support the preparation for the reduction of emissions due to deforestation (REDD+) in Honduras in order to strengthen the agroforestry sector.
- [Honduras NC](#): The management of a forest nursery to address the problem of the southern pine beetle infestation and other forest tree seedling requirements. The nursery produces pine, cypress and Spanish cedar seedlings twice a year. The seedlings are donated to three forest cooperatives that are members of the REMBLAH network, as well as to the Celaque National Park.

5. How can the applicant contribute in advancing IUCN's Mission?

- [J. Gruenberger](#): This organisation could be an important ally in Honduras for work on forestry issues and gender equality, since it has 40 associated members.
- [Mexico NC](#): This organisation has great potential for contributing to advancing IUCN's mission, since it has over two dozen organisations that are members of the network, both civil society and governmental organisations, mainly on the Atlantic Coast of Honduras. For these members, this region in particular is the area in which they carry out actions for the welfare of the population based on nature, thus promoting nature conservation and the protection of species (terrestrial and marine flora and fauna) in danger of extinction, for example.

Alternare, Mexico

1) Are you aware of the existence of this organisation?

- [J. Gruenberger](#): I don't know this organisation.
- [Mexico NC](#): Yes, we are familiar with the Alternare organisation and the work it carries out.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [J. Gruenberger](#): I don't know this organisation.

- [Mexico NC](#): Reforestamos has known Alternare for over 10 years, we have coincided in several social organisation networks such as the Red Monarca, Custodios de la Tierra, Red Ambiental Mexicana, and the #PresenteSostenible initiative, etc. We have also carried out training in their Training Centre, which we think is a perfect place for intense group work.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- **the organisation's activities to date embody the conservation of the integrity and diversity of nature;**
- **they aim to ensure the equitable and ecologically sustainable use of natural resources**
- **they aim to influence and encourage the meeting of IUCN objectives?**
- **Are they involved in any activities that conflict with the objectives of IUCN?**

- [J. Gruenberger](#): Yes, based on the information provided, it can be deduced that the organisation complies with the criteria listed in Article 7 of IUCN's Statutes.
- [Mexico NC](#): The answer is yes to all of the above questions (except for the last one). Alternare has carried out important work for biodiversity conservation with nature-based solutions, particularly in the Monarch Butterfly Biosphere Reserve. Therefore, we can confirm that the activities the organisation carries out do not conflict with IUCN's objectives.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [J. Gruenberger](#): According to the information provided, the organisation combines integrated nature conservation activities with sustainable development, based on environmental, social and economic actions. I cannot give any more information because I do not know the institution.
- [Mexico NC](#): It has a successful training programme for young people and community leaders, in which they are trained in the implementation of techniques for sustainable production, caring for the environment and the generation of environmentally responsible projects with social commitment and economic benefits for local communities.

Its participation in the Reserve's Advisory Council has given voice to social organisations and also to communities, presenting a different perspective for the design of public policies that are implemented in the area.

5. How can the applicant contribute in advancing IUCN's Mission?

- [J. Gruenberger](#): According to the information provided, the work it carries out in rural areas appears to be of great importance for IUCN's work, for example the more integrated and sustainable use of rural and particularly natural ways of life.
- [Mexico NC](#): The implementation of the IUCN Programme requires organisations that can turn it into local actions, organisations such as Alternare are those that can implement proposals with people that own and use natural resources. Thus, we believe that Alternare's contribution could be of great importance. Moreover, their points of view and training could complement IUCN's general vision perfectly. Their participation in IUCN strengthens diversity and enables the Union to embrace different points of view, in this case supported by local experience and grassroots work with rural communities in Mexico.

Earth X, United States of America

1) Are you aware of the existence of this organisation?

- [R. Bates](#): No, have never heard of them until this moment.
- [J. Robinson](#): Yes
- [USA NC](#): Yes, I'm very aware of this organisation.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [R. Bates](#): N/A
- [J. Robinson](#): I have not worked with EarthX, but am aware of the environmental expo that they organize.
- [USA NC](#): I have known the applicant organization for less than a year, but know some of the staff based on their interests in, and engaged with, IUCN and the US National Committee.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [R. Bates](#): N/A
- [J. Robinson](#): Yes
- [USA NC](#): I am very satisfied that EarthX complies with, and will continue to comply with, all Statutes of IUCN and that they will conduct themselves with integrity and enthusiasm. I have met with, and spoken at some length with, the leaders of EarthX and am convinced they will be outstanding members of the Union.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [R. Bates](#): N/A
- [J. Robinson](#): Nothing beyond the environmental expo, which has the reputation as being the world's largest (but they are based in Texas, so I would expect nothing else).
- [USA NC](#): EarthX hosts a huge Earth Day summit in Dallas each year that draws hundreds of thousands of attendees and participants over the course of several days. Their engagement with prominent IUCN members and advocates, including Sylvia Earle, speaks to the impact and reach of the organization. They also attract many young people to the Earth Day summit, thereby reaching and engaging the "next generation."

5. How can the applicant contribute in advancing IUCN's Mission?

- [R. Bates](#): They appear to have a broad approach to programming, including natural resources, environment and technology, which is interesting.
- [J. Robinson](#): Bringing a new capability to IUCN and one which is well aligned with the mission.

- [USA NC](#): One outstanding attribute of EarthX is that they do not make many “pronouncements.” Rather, they serve as a convener and a space for discussion and interaction on issues. This, I believe is what IUCN is all about.

Thinking Animals, United States of America

Objections received

1) Are you aware of the existence of this organisation?

- [S. Incháustegui](#): No. Up to now I was not aware of this organization.
- [R. Bates](#): No, Not until this moment.
- [J. Robinson](#): Yes. Thinking Animals has been quite active at the United Nations promoting the idea that the care, protection and conservation of (especially thinking) animals be incorporated within the SDGs.
- [USA NC](#): Yes, I'm very aware of this organisation.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [S. Incháustegui](#): Do not apply. As said above, I was not aware of the existence of this organization.
- [R. Bates](#): N/A
- [J. Robinson](#): I have known of this group for a couple of years, and am aware of some of its activities and policies.
- [USA NC](#): I have had no direct interaction; however, a fellow respected member of the IUCN National Committee for the USA has considerable experience and knowledge of Thinking Animals and has submitted a strong letter of support.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- **the organisation's activities to date embody the conservation of the integrity and diversity of nature;**
- **they aim to ensure the equitable and ecologically sustainable use of natural resources**
- **they aim to influence and encourage the meeting of IUCN objectives?**
- **Are they involved in any activities that conflict with the objectives of IUCN?**

- [S. Incháustegui](#): Both from the limited documentation that I have seen, and their information in their web page, the organization seems to comply with the above requirements.
- [R. Bates](#): Based on a review of their website, I did not see any statements opposed to sustainable use of nature. They are very animal rights oriented and do much work on domestic animals, which is all fine. I did not see anything indicating that they do any actual conservation, though.
- [J. Robinson](#): a) The organization seeks to include thinking animals as a critical component of an “integrated and diverse nature”;
b) The response on the application makes it clear that the organization interprets ‘sustainable use’ in terms of minimizing impact of consumption of natural resource;
c) The objectives of the organization are generally aligned with IUCN objectives but somewhat tangential to them;
d) In terms of broad objectives, the organization is probably not in conflict with those of IUCN. However, the aim of the organization is less about conserving nature and more about caring for, protecting and conserving thinking animals. It is distinct from some other animal welfare

organizations in that it seems implementation of its objectives very much through the policy framework of more traditional conservation and development.

- [USA NC](#): Based on my review of the organization's application and supporting documentation, I am entirely satisfied on all counts.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [S. Incháustegui](#): No.
- [R. Bates](#): I did not see anything on their website to indicate that they do any actual conservation.
- [J. Robinson](#): No.
- [USA NC](#): I refer you to the letter of support from the National Whistleblower Center.

5. How can the applicant contribute in advancing IUCN's Mission?

- [S. Incháustegui](#): Based on the information provided, by advocacy, promotion and education related to IUCN mission and biodiversity conservation and sustainable development.
- [R. Bates](#): They are a bit of a unique voice.
- [J. Robinson](#): As part of a "big tent" of organizations supportive of the conservation of other species.
- [USA NC](#): The applicant provides a reasoned voice for animal conservation and welfare. Their connections with other organizations, including the UN, will be a benefit.

NGO Forum Cambodia

Objection received - Feedback available in Annex III

Green Hunan, China

1) Are you aware of the existence of this organisation?

- [China NC](#): Yes

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [China NC](#): We maintain a strong working relationship, I have known them since 2013. I am familiar with their activities and would like to offer my support. The River watchers action Association is a great project that they established and should be implemented more around China.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [China NC](#): Yes, I am satisfied. Green Hunan complies with the criteria listed in Article 7 of the statutes, their mission embodies the conservation of the integrity and diversity of nature while also aiming to ensure the equitable and ecologically sustainable use of natural resources by supporting volunteer groups along rivers, and untie their forces to protect the ecological environment and biological variety of rivers in Hunan. Their mission seeks to influence and encourage the meeting of the IUCN objectives. Green Hunan is not involved in any activities that conflict with the objectives of IUCN.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [China NC](#): In 2011, Green Hunan established the River Watchers Actions Association to promote the government protection of rivers by doing river surveys, pollution reports, and public advocacy.

5. How can the applicant contribute in advancing IUCN’s Mission?

- [China NC](#): Green Hunan can protect the ecological environment of Hunan province, and promote the sustainable way of life. Also, to discover, cultivate and support local volunteers to protect the ecological environment of local rivers. These actions can successfully advance IUCN’s mission

Guangdong Forest Parks Association, China

1) Are you aware of the existence of this organisation?

- [China NC](#): Yes

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant’s activities/objectives/policies?

- [China NC](#): Since 2014, we maintain a working relationship, I am very familiar with their activities.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation’s activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [China NC](#): Yes, I am satisfied, the GFPA’s activities do embody the conservation and integrity and diversity of nature. They plan to add to this position according to the actual situation. The GFPA aims to influence and encourage the meeting of IUCN objectives and are not involved in any activities that conflict with the objectives of IUCN.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [China NC](#): The GFPA carried out a series of activities "The Most Beautiful Ecology" in Guangdong; the "Forests Association Cup" of photography competition in the most beautiful forest park scenic spot; and the "Forests Association Cup" of Excellent Paper and Planning and Design Competition in 2017. Providing professional advisory services for forest ecological impact assessment, ecological protection and rare plant migration.

5. How can the applicant contribute in advancing IUCN's Mission?

- [China NC](#): By protecting the ecological environment and ensure the sustainability of the utilization of biological resources.

Yunnan Green Environment Development Foundation, China

1) Are you aware of the existence of this organisation?

- [China NC](#): Yes

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [China NC](#): We maintain a positive working relationship, and I have known this organization for a couple of years, I am very familiar with the applicant's activities and objectives in the forestry field.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- **the organisation's activities to date embody the conservation of the integrity and diversity of nature;**
- **they aim to ensure the equitable and ecologically sustainable use of natural resources**
- **they aim to influence and encourage the meeting of IUCN objectives?**
- **Are they involved in any activities that conflict with the objectives of IUCN?**

- [China NC](#): Yes, I am satisfied. The YGF sponsored 28 ESP projects in Yunnan Province between 2009-2011 alone, by providing small-grants to selected projects which involved in study, breeding, rural community capacity building for participatory wildlife protection and monitoring. The organisation's activities to date do embody the conservation of integrity and diversity of nature. YGF agrees on the sustainable use of natural resources, which based on sustainable development both for wild species and for local rural communities. YGF supports effort of protecting endangered species, by habitat protection, poaching prohibition, and by motivating local communities' participation, capacity building, using green-energy, sustainable livelihood development. The YGF aim to influence and encourage the meeting of IUCN objectives, and is not involved in any activities that conflict with the objectives of IUCN.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [China NC](#): Between 2009-2011, YGF supported 28 ESP projects by providing grants to selected projects, and is also dedicating in Yunnan snub nose monkey protection by collaborating with The Nature Conservation, local NGO, and government departments, and has supported habitat restoration, study, monitoring, against hunting, rural community capacity building, and promoted sustainable development of the community livelihood.

5. How can the applicant contribute in advancing IUCN's Mission?

- [China NC](#): YGF can become a good example of how foundations offer the proper support for projects and research groups to also play a part in the conservation of integrity and diversity of nature.

Youth Alliance for Environment, Nepal (Watawaranka Lagi Yuwa Sanjal)

1) Are you aware of the existence of this organisation?

- [Nepal NC](#): Yes! The organization is formally registered in DAO and has been working with CDES (Central Department of Environmental Science). The financial situation also is in uplifting trend. The organization has 13 partner organizations as WWF, USAID, UNDP, Care Nepal, Practical Action, and Nepal River Conservation Trust. The main mission of the organization is to harmonize the relation between environmental conservation and developmental activities through promotion of sustainable development.

Similarly, their vision is to save the living planet for sustainable future of all living creature by harmonizing environmental conservation and development. Both their mission and vision can positively be related to IUCN's own mission and vision.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [Nepal NC](#): It has been only a couple of years since we have come to know YAE and their activities. Their objectives and policies match with IUCN's own goals and objectives.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [Nepal NC](#): Yes, I'm satisfied that it complies with above mentioned criteria. Their conducted projects justify and comply with them.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [Nepal NC](#): N/A

5. How can the applicant contribute in advancing IUCN's Mission?

- [Nepal NC](#): The organization can contribute to advancing IUCN's mission because its working area is closely related with nature and environment conservation.
-

Saibaan Development organisation, Pakistan

Objection received - Feedback available in Annex III

Petra Development Tourism Regional Authority, Jordan

1) Are you aware of the existence of this organisation?

- [S. Damhoureyeh](#): Yes.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [S. Damhoureyeh](#): I know they exist, and work within the region of Petra but do not know exactly their work on the ground.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [S. Damhoureyeh](#): Yes; Yes; Yes; No.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [S. Damhoureyeh](#): No.

5. How can the applicant contribute in advancing IUCN's Mission?

- [S. Damhoureyeh](#): Ecotourism and sustainable use of environmental and archaeological aspects of Petra and the surrounding arid and semi-arid environment in the southern part of Jordan.
-

NSW Biodiversity Conservation Trust, Australia

1) Are you aware of the existence of this organisation?

- [P. Cochrane](#): Yes.

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?

- [P. Cochrane](#): No interaction but aware of its proposed existence and establishment last year.

3. Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

- [P. Cochrane](#): Given the recent establishment of the organisation (August 2017), I cannot agree that it has a substantial record of activity in the conservation of nature and natural resources. Yes; Yes; Yes; Not that I'm aware of and unlikely given its legal role.

4. Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

- [P. Cochrane](#): No.

5. How can the applicant contribute in advancing IUCN's Mission?

- [P. Cochrane](#): By playing a significant role in protecting biodiversity in New South Wales through the Government's biodiversity scheme and funding of biodiversity conservation activities.

No feedback received from IUCN Councillors and National/Regional Committees on the membership application from:

- Alliance des Défenseurs des Droits Humains et de l'Environnement au Tchad (Chadian Alliance of Defenders of Human and Environment), Chad
- Busitema University Faculty of Science and Education Nagongera Campus, Uganda
- Conservation des espèces marines (Marine species conservation), Côte d'Ivoire
- Forêts pour le Développement intégral (Forest for Integral Development), Congo (DROC)
- Herp Conservation, Ghana
- Fundación EcoMinga (EcoMinga Foundation), Ecuador
- Azad Jammu & Kashmir Environmental Protection Agency, Pakistan
- Ghazi Barotha Taraqiati Idara (Ghazi Barotha Development Organisation), Pakistan
- Association Beauval Nature pour la Conservation et la Recherche (Beauval Nature Association for Conservation and Research), France
- Fondation d'entreprise Biotope (Biotope Corporate Foundation for Biodiversity), France
- Verband der Zoologischen Gaerten (VdZ) (Association of Zoological Gardens), Germany

Summary of documents – Membership applications which received objections from IUCN Members

Click on document name for quick access.

Documents	Page No.
<i>Competent Environmental Assessment Authority [Autoridade de Avaliação Ambiental Competente, AAAC], Guinea Bissau</i>	
1) Application form & Assessment form used by the Secretariat to review membership applications (AAAC)	2
<i>The NGO Forum on Cambodia</i>	
2) Application form & Assessment form used by the Secretariat to review membership applications (NGO)	11
3) Endorsement letters (NGO)	19
4) Statutory documents (NGO)	21
<i>Saibaan Development Organisation, Pakistan</i>	
5) Application form & Assessment form used by the Secretariat to review membership applications (SDO)	38
6) Endorsement letters (SDO)	46
7) Statutory documents (SDO)	48
<i>Thinking Animals, USA</i>	
8) Application form & Assessment form used by the Secretariat to review membership applications (TAU)	50
9) Endorsement letters (TAU)	58
10) Statutory documents (TAU)	60
<i>For all applications with objections</i>	
11) Objections received from IUCN Members	67



Applicant's Mission, Objectives and Activities (for all categories)

As per the Statutes, "the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources.

The objectives and track record of the applicant¹ embody to a substantial extent :

- (i) the conservation of the integrity and diversity of nature; and, either or both:
- (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
- (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN"

[Statutes, Article 7 (b) and (c)]

IMPORTANT: This section will be used to notify IUCN Members of your application and in the documentation submitted to IUCN Council without editing. Please stick to the maximum number of words indicated for each field otherwise part of your text will be cut.

Name of organisation Competent Environmental Assessment Authority
[Autoridade de Avaliação Ambiental Competente, AAAC]

Country: Guinea-Bissau

Description of your organisation/institution:

Maximum 100 words

Created on 16 December 2004, AAAC, formerly known as CAIA, is an independent body within the government. It is led by a Director General who reports directly to the Minister of the Environment. Acting as the administrator of Law No. 10/2010 of 24 September on environmental assessment, it plays the role of leader and expert in environmental assessment. All the national ministries and organisations are linked by the Law on environmental assessment and its regulations, as well as by national documents on environmental assessment. The aim of environmental assessment is to ensure that environmental and social factors are taken into account in time in planning and decision-making. AAAC thus contributes directly to the global objective, which consists of promoting sustainable development at a national level.

Mission/Vision of your organisation/institution:

Maximum 100 words

AAAC's strategic vision is to contribute to Guinea-Bissau's sustainable development, thanks to a more efficient and effective environmental assessment process, which facilitates and strengthens planning and integrated decision-making. This will make environmental assessment a Guinean culture in which environmental considerations are integrated into all public and private development policies. Thus, planners and decision-makers will have access to complete, precise and up-to-date information that will help them plan and make decisions, which will in turn help them create and maintain a healthy environment, improve the overall quality of life of the inhabitants of Guinea-Bissau and favour sustained economic growth for current and future generations.

AAAC's mission is in particular:

To manage the environmental assessment process and all other requirements established by Law No. 10/2010 of 24 September, in accordance with the latter and the regulations;

To promote, alone or in collaboration with other organisations, research into environmental assessment;

To ensure that the public is able to participate;

¹ These can take many forms, including field action, community involvement, research in the natural and social sciences, policy development, advocacy, legal activities, education and public awareness, and fundraising where these are for purposes in line with the mission of IUCN. While determining the relative importance of an activity is necessarily to some extent subjective, it is here considered that "substantial" can be assessed in terms of the applicant's programme and projects, resource allocations, organisational structures and outputs.

Summary of your organisation's/institution's objectives as they appear in your Statutes / Bylaws / Articles of Association / other statutory document:

Maximum 300 words

In order to achieve this strategic vision, AAAC recognises that it must go through the results-based process defined in a national legal framework for environmental assessment. The long-term objective for the realisation of the current vision is thus to: "Promote the systematic improvement in the entire, useful, appropriate implementation of the national legal framework for results-based environmental assessment". The national legal framework for results-based environmental assessment functions as an infinite circle centred around the following elements:

The first necessary element is the availability of simple, more effective tools, designed to deal with environmental and socioeconomic issues effectively in a context of sustainable development. The second element includes initiatives and approaches that support the complete, useful and appropriate implementation of these tools, in an effective manner in terms of time and cost. The third and perhaps most important element is a continuous learning and improvement system, which allows AAAC to assess the results it has an impact on and to use these results to find new approaches for improving the first two elements.

Each of these elements is dealt with in the objectives described below:

To provide the necessary advice and training to practitioners and analysts to carry out high quality environmental assessments;

To encourage the use of environmental assessment as a planning tool to make the best use of it;

To promote coordination, consultation and collaboration to improve efficiency;

To encourage the implementation of measures for precaution, prevention, mitigation, compensation and support;

To promote public participation in all stages of the process, in order to add value to the process, resulting in better decisions.

Achievements: Describe your organisation's/institution's main achievements over the last three years and indicate any IUCN projects, involving IUCN Members or not, in which your organisation has been involved (i.e. projects which have already been implemented, etc).

Maximum 500 words

It is important to underline the fact that AAAC was created in order to provide the technical, legal and methodological conditions for environmental assessment in Guinea-Bissau, as a preventative tool of acknowledged importance for sustainable development, integrated into international agreements, protocols and conventions of which the country is a contracting party. Consequently, since the creation of AAAC in 2004, the country has obtained excellent results, namely: (i) in the legal framework: a) introduction of technical and administrative procedures for environmental assessment into the national legal system, through Law 10/2010, and b) the regulation of the different procedures planned for this law; (ii) in the technical and methodological framework: (a) training and capacity building of environmental assessment practitioners and the beneficiaries of the results of environmental assessment (ii) creation of methodological guidelines and reference guides for environmental assessment. All these results were obtained thanks to the financial support and technical assistance of the development partners. Moreover, the country has started to carry out the environmental assessment of projects, programmes, plans and policies from its inception based on international directives. During this period (2004 to 2010), 26 development projects were submitted for assessment. Four of them were rejected, six are still being assessed and the remaining 16 were authorised. With the availability of the national law on environmental assessment, numerous strategic studies or assessments have been carried out, notably in the mining sector. Environmental audits and environmental impact studies have also been carried out. Today, despite technical, material and equipment difficulties, assessment is well known and recognised by the whole of society as an essential tool for supporting sustainable development in Guinea-Bissau.

Additional questions:

Provide concrete examples of how your organisation contributes to conserving the integrity and diversity of nature:

1- AAAC was created to establish the technical, legal and methodological conditions for environmental assessment in Guinea-Bissau, as a preventative tool of acknowledged importance for sustainable development
2- AAAC is integrated into international agreements, protocols and conventions of which the country is a contracting party.

[IUCN's Sustainable Use Policy](#) is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. Does your organisation have a position about sustainable use? If so, please give details. If available in your organization, please provide concrete examples of how your organisation advances the sustainable and equitable use of resources.

A- Training and capacity building of environmental assessment practitioners and the beneficiaries of the results of environmental assessment;
B- Creation of methodological guidelines and reference guides in environmental assessment.

Does your organisation carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources? If so, please specify.

No

Is your organisation committed to engage in a respectful and collegial way with other Members of IUCN?

Yes

Map the activities of your organisation against the IUCN Programme 2017-2020² results that IUCN Programme Areas aim to have a positive impact on:



1: Valuing and conserving nature

The activities of your organisation ensure that the conservation status of biodiversity is enhanced.



2: Promoting and supporting effective and equitable governance of natural resources

The activities of your organisation ensure that IUCN's work on people-nature relations, rights and responsibilities and the political economy of nature is consolidated.



3: Deploying nature-based solutions to address societal challenges

The activities of your organisation address the global challenges (climate change, food, development) through the use of nature-based solutions

² The IUCN Programme 2017-2020 identifies three Programme Areas (Valuing and Conserving Nature, Promoting and supporting effective and equitable governance of nature's use, Deploying nature-based solutions to address societal challenges in climate, food, development) and a related set of thematic results. These Areas target critical issues that need to be addressed to tackle the conservation challenges of today and tomorrow, and to reflect the lessons we have learned in the implementation of previous programmes of work. To read more about the IUCN Programme, please consult our website: <https://www.iucn.org/secretariat/about/programme-work-and-reporting/programme>

Reason for joining IUCN

- To share knowledge**
- To network/establish partnerships**
- To influence the environmental policy**
- Other:**

Maximum 50 words

Assessment form for membership applications

GA: Government agency

IN: International non-governmental organisation

NG: National non-governmental organisation

IP: Indigenous peoples' organisations

AF: Affiliates

NC: National/Regional Committee

CL: Councillor

RO: Regional office

Applicant category and ID number:	GA/25771
Organisation name (original):	Autoridade de Avaliacao Ambiental Competente
Organisation name (in English¹):	Competent Environmental Assessment Authority
Country/territory/State and Statutory Region:	Guinée Bissau / Africa
To be presented for admission on/in: (by MU)	October 2018

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?	
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web	Yes –no - n/a		
Art. 5b	Forms part of the State Machinery	x					x (for GA only)						Yes	
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x		x (for IN/NG/Univ. only)						No	
Art. 5f	Shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities <i>[applicant's statutes/incorporation doc.]</i>					x	x (for IP only)						N/A	
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	x	x	x	x	x	x						Yes	
Art. 7b	Has one of its central purposes to achieve IUCN's objectives around nature conservation (described in Art. 2) <i>[applicant's statutes]</i>	x	x	x	x	x	x						Yes	
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	x	x	x	x	x	x						?	
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both⁵:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	x	x	x	x	x	x						?	

¹ This should be the official existing translation or an agreed translation as provided by a reliable translator. MFPs should check that the translation is accurate. UDG can assist with the translation of the name if necessary.

² Relevant National Committees or Regional Committees, if any, Regional Offices and regional Councillors will be requested to answer a set of questions to confirm that the applicant meets with IUCN requirements.

³ Universities are part of the NG category, but have to fulfil slightly different criteria.

⁴ GA/IN/NG/IP wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG/IP respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

⁵ Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web		
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	x	x	yes	x	x	x			✓	✓	Yes	
Additional questions set by GCC	1) Contributes to conserving the integrity and diversity of nature.		x	x	x	x	x			✓	✓	Yes	
	2) Confirms that the IUCN's Sustainable Use Policy is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. The applicant confirms its position on sustainable use and concrete examples are provided.		x	x	x	x	x			✓	✓	?	
	3) Has a substantial record of activity in the conservation of nature <i>[Achievements section of application form]</i>		x	x	x	x	x			✓	✓	?	
	4) Does not carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources.		x	x	x	x	x			✓	✓	Yes	
	5) Confirms that it is committed to engage in a respectful and collegial way with other Members of IUCN?		x	x	x	x	x			✓	✓	Yes	
Reg. 5a(i) Reg. 5b(i) Reg. 5bis(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)			✓	✓	N/A	
Reg. 5a(ii) Reg. 5b(ii) Reg. 5bis(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)			✓	✓	N/A	
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁶ <i>[applicant's statutes]</i>		x	x			x (for IN/NG only)			✓	✓	N/A	

⁶ Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?	
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web			
Reg. 5b (iv) Reg. 5bis(iii)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				X	X	X (for Univ. only)						N/A	
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁷ <i>[applicant's statutes]</i>		X	X			X (for IN/NG only)						N/A	
Reg. 5b (iii)	Is an academic or professional entity of high standing				X		X (for Univ. only)						N/A	
Reg. 5bis(iv)	Has, as its primary constituency, indigenous peoples <i>[applicant's statutes]</i> .						X (for IP only)						N/A	
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁸ <i>[Application Form > Mission, Objectives and Activities]</i>		X				X (for IN only)						N/A	
Reg. 6d	Board is open to nationals from at least two States ⁹ <i>[applicant's statutes]</i>		X				X (for IN only)						N/A	

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 4	Authorization to adhere to IUCN Statutes, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X				X (for GA only)	Yes	
Reg. 7, 9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X	X	X	X	X	Yes	

⁷ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation, and/or its Board, fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

⁸ Means that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have a Headquarter and two or more outposted countries offices reporting back to it. Outposted staff based or hosted in partner organisations in other countries cannot be considered as outposted offices.

⁹ The Organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 8	Letters of endorsement (min. 2) from IUCN Members in good standing ¹⁰ or from IUCN National/Regional Committees or from IUCN Councillors or Honorary Members (providing that there are no conflict of interest for the last two groups ¹¹): (if letters come from IUCN Members, indicate Member ID, name of org, country)		X	X	X	X (for NG/IN/IP only)	n/a	
	Statutes/Bylaws/Constitution document(s) received		X	X	X	X (for NG/IN/IP only)	n/a	
	Financial report validating operational expenditures of USD ¹² received		X	X	X		n/a	
Reg. 10	Deposit of XOF ¹³ : 1,355,330 processed by cheque (by MFP) Received at HQ on: (by MU)	X	X	X	X	X	Yes	
MU process	Assessment form completed (by MFP) and checked by MU	X	X	X	X	X	Yes	
MU process	Relevant IUCN Programme/country office staff do not have any particular issues with the applicant (by MFP)	X	X	X	X	X	Yes	
MU process	Organisation, application form and documents entered in CRM (by MFP) [!! <i>CHECK: original and English name, website, text length for description, mission, objectives and achievements]</i>	X	X	X	X	X	Yes	

MFP/UDG comments

La vision strategique de l'AAAC, contribuer au developpement durable de la Guinee-Bissau, grace a un processus d'evaluation environnementale plus efficient et plus efficace quifacilite et renforce la planification et la prise de decision integree faisant de revaluation environnementale une culture guineenne, dans laquelle, les considerations environnementales integrees dans toutes les politiques de developpement publiques et privees,les planificateurs et les decideurs auront acces a une information complete, exacte et actuelle qui les aidera a planifier et a prendre des decisions quicontribueront a creer et a maintenir un environnement sain, a ameliorer la qualite de vie globale des Bissau-guineens et a favoriser une croissance economique soutenue, aussi bien des generations actuelles que futures .

Ces missions s'inscrivent dans le programme quadriennal de l'UICN et nous recommandons l'adhésion de AAAC

Completed on: 13 July 2018

by: Eva Paule MOUZONG- MFP PACO

¹⁰ "In good standing" means that the Member has paid all of its outstanding membership dues up to and including the year preceding the date when Council considers the application. It is the responsibility of the applicant to find endorsers.

¹¹ When letters of endorsement are submitted by IUCN Councilors or Honorary Members, any formal or informal relationships with the applicant must be detailed and disclosed at the time of endorsement. Letters of endorsement shall indicate that the seconder knows well the applicant organisation and its activities and therefore can confirm to IUCN that the applicant meets all the requirements prescribed in the IUCN Statutes and Regulations to be accepted as an IUCN Member. Letters of endorsement should address the set of questions approved by GCC.

¹² Operational expenditure is considered as annual and recurring expenses (staff salaries, building rental, administration costs, etc).

¹³ Deposit equals the first year of Membership dues. Once the applicant is admitted, the deposit will be re-calculated pro-rata based on the Member admission date, and the difference carried forward. If not admitted, the deposit will be refunded.



Applicant's Mission, Objectives and Activities

(for all categories)

NGO Forum

As per the Statutes, "the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources.

The objectives and track record of the applicant²⁶ embody to a substantial extent:

- (i) the conservation of the integrity and diversity of nature; and, either or both
- (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable.
- (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN"

[Statutes, Article 7 (b) and (c)]

IMPORTANT: This section will be used to notify IUCN Members of your application and in the documentation submitted to IUCN Council without editing. Please stick to the maximum number of words indicated for each field otherwise part of your text will be cut.

Name of organisation

The NGO Forum on Cambodia (NGOF)

Country:

Cambodia

Description of your organisation/institution:

Maximum 100 words

The NGO Forum on Cambodia is a well-respected membership based organisation. It comprises approximately 100 local and international non-governmental organisations, each specialising in different areas of humanitarian and development assistance to Cambodia. NGOF exists to represent the priorities and concerns of these civil society organizations. These CSOs in turn, are accountable to the poor and vulnerable people of Cambodia. The NGOF was established in the early 1980's by international NGOs campaigning for an end to the aid embargo imposed on Cambodia at that time. Over the last three decades, the NGOF has evolved in response to changing socio-political climate of the country. Since its inception, the NGOF has accumulated significant institutional expertise in convening CSOs, facilitating networks of members in shared advocacy work, representing the diversity of members' views and interests, and constructively engaging with government, development partners and private sector. Key accomplishments noted by the recent 2017 strategic evaluation in the areas of national budget transparency and fiscal accountability, environmental stewardship and governance, land security and tenure.

Mission/Vision of your organisation/institution.

Maximum 100 words

Cambodian people live in peace and enjoy equitable, sustainable and inclusive development.

The NGO Forum's mission is to coordinate and equip members, networks of NGOs, CSOs, and other stakeholders in actively engaging in policy dialogue and advocacy to ensure equitable, inclusive and sustainable development in Cambodia.

²⁶ These can take many forms, including field action, community involvement, research in the natural and social sciences, policy development, advocacy, legal activities, education and public awareness, and fundraising where these are for purposes in line with the mission of IUCN. While determining the relative importance of an activity is necessarily to some extent subjective, it is here considered that "substantial" can be assessed in terms of the applicant's programme and projects, resource allocations, organisational structures and outputs.

Summary of your organisation's/institution's objectives as they appear in your Statutes / Bylaws / Articles of Association / other statutory document:

Maximum 300 words

The NGO Forum has five strategic Objectives:

1. NGOF supports sustainable and equitable governance of natural resources including climate justice and agriculture
2. NGOF promotes pro-poor & inclusive national development planning and public financial policy.
3. NGOF helps to secure access to land tenure and housing rights
4. NGOF engages in effective advocacy supported by research, communications, and PMEAL
5. NGOF enhances its Secretariat role through good governance, effective management, and capable administration

Achievements: Describe your organisation's/institution's main achievements over the last three years and indicate any IUCN projects involving IUCN Members or not, in which your organisation has been involved (i.e. projects which have already been implemented, etc)

Maximum 500 words

There was considerable progress in NGO Forum and its partners' effort to influence government policies and practices related to land and natural resource management. Likewise, these efforts were aimed at increasing awareness of local community members to understand environmental impact and to exercise their rights to access information and advocate for their interests. Key achievements included the following: NGO Forum established strong ties with national and regional NGOs, ASEAN People's Forum, climate change and REDD+, economic empowerment for farmers, and rivers and hydropower, etc. Moreover, NGO Forum managed to successfully open up dialogues on environmental issues with key ministries. NGO Forum worked with affected communities and the government to oppose the construction of Xayaburi hydropower dam. This allowed NGOF to work more with CSO members and bring critical issues to the attention of the government's ministries to inform policy. NGOF has realized the value of grass root organisations and community members to carry out advocacy actions on their own behalf. Therefore, NGOF continued to build connections between grassroots organizations and DPs, UN agencies, and national policy makers on "Food, Environment, Climate Nexus" through relevant national workshops and forums. While NGOF has put a lot of effort into engaging with the government, technical knowledge and capacity of some CSO members on environmental and climate change and advocacy skills remains very limited. Specifically, since climate change has such a broad scope, therefore, NGOF and its members need to focus and build their capacity around water resource and disaster management. And this is the role of Environmental Forum Network (EFN) to provide sector policy orientation, guidance and advocacy skills to members through the rest of years. NGO Forum advocated for NGO space to engage in intergovernmental dialogue (Cambodia, Thailand, Vietnam) through the Mekong River Coalition (MRC) and National Metrology Center (NMC) on the negative impacts of hydropower projects being constructed and planned along Mekong River including hydropower dam along Sesan River. Concerning the Environmental Impact Assessment (EIA) law, at least 50% of CSO comments were incorporated into 5th draft of this legislation due to good documentation of evidence for sharing with government's law makers. MoE and MAFF recognized the positive contribution of NGOF role and its members in the policy analysis and dialogue which is fundamental for policy formulation. For instance, NGOF and members were actively involved in the formulation of Pilot Programme for Climate Resilience (PPCR) Phase II, agriculture land law. Some of the lessons learned from the Environment Programme are: 1) some CSOs are afraid to do advocacy work because it is politically sensitive, 2) before the elections are a good time to press the RGC for social change, and 3) regional and international partnerships are very useful in promoting advocacy campaigns in Cambodia. There were number of policies developed through effort of NGO Forum such as (1) Regional public participation in EIA, (2) Coordinate CSOs inputs to the draft EIA law, (3) Coordinate for CSOs inputs to the draft of Environmental and Natural Resources Code from zero to eleventh draft, (3) Coordinate for CSOs inputs to the revision of 3 laws (Forestry, fisheries, and protected area).

Additional questions:

Provide concrete examples of how your organisation contributes to conserving the integrity and diversity of nature:

NGO Forum contributed through following approaches:
constructive engagement approach to influence Royal Cambodian Government policies and conduct effective policy monitoring with regular feedback to its members with evidence-based research and policy analysis. We have big contributes to the draft of natural resource and environmental code, review all the draft of environmental impact assessment (EIA) report and contributed to amendment of fishery law, forestry law and natural resource protection law.

[IUCN's Sustainable Use Policy](#) is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. Does your organisation have a position about sustainable use? If so, please give details. If available in your organization, please provide concrete examples of how your organisation advances the sustainable and equitable use of resources.

Yes, the NGO FORUM on Cambodia's Admin Guideline is mentions very clear on use of natural resources be sustainable.

Does your organisation carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources? If so, please specify.

In the NGO FORUM on Cambodia code of conduct, the staff of NGOF could not use wildlife and indangerous species for food

Is your organisation committed to engage in a respectful and collegial way with other Members of IUCN?

Yes, we have high committed to engage in a respectful and collegial way with other Member of IUCN.

Map the activities of your organisation against the [IUCN Programme 2017-2020²⁷](#): results that IUCN Programme Areas aim to have a positive impact on:



1: Valuing and conserving nature

The activities of your organisation ensure that the conservation status of biodiversity is enhanced.



2: Promoting and supporting effective and equitable governance of natural resources

The activities of your organisation ensure that IUCN's work on people-nature relations, rights and responsibilities and the political economy of nature is consolidated.



3: Deploying nature-based solutions to address societal challenges

The activities of your organisation address the global challenges (climate change, food, development) through the use of nature-based solutions

²⁷ The IUCN Programme 2017-2020 identifies three Programme Areas (Valuing and Conserving Nature, Promoting and supporting effective and equitable governance of nature's use, Deploying nature-based solutions to address societal challenges in climate, food, development) and a related set of thematic results. These Areas target critical issues that need to be addressed to tackle the conservation challenges of today and tomorrow, and to reflect the lessons we have learned in the implementation of previous programmes of work. To read more about the IUCN Programme, please consult our website: <https://www.iucn.org/secretariat/about/programme-work-and-reporting/programme>

Reason for joining IUCN

- To share knowledge
- To network/establish partnerships
- To influence the environmental policy
- Other:

Maximum 50 words

By working together, NGOs can be more effective in advocating positive changes of benefit to conserve and protect sustainable use of natural resources. Formal membership of the IUCN shows commitment to work together with other NGOs for positive change. NGO Forum believes that when there are more active membership NGOs, our voices become stronger and better able to influence government's policies.

Assessment form for membership applications

GA: Government agency

IN: International non-governmental organisation

NG: National non-governmental organisation

IP: Indigenous peoples' organisations

AF: Affiliates

NC: National/Regional Committee

CL: Councillor

RO: Regional office

Applicant category and ID number:	NG/25773
Organisation name (original):	The NGO Forum on Cambodia
Organisation name (in English¹):	
Country/territory/State and Statutory Region:	Cambodia - South and East Asia
To be presented for admission on/in: (by MU)	October 2018

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?	
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web	Yes –no - n/a		
Art. 5b	Forms part of the State Machinery	x					x (for GA only)						n/a	
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x		x (for IN/NG/Univ. only)						Yes	
Art. 5f	Shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities <i>[applicant's statutes/incorporation doc.]</i>					x	x (for IP only)						n/a	
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	x	x	x	x	x	x				✓	✓	Yes	
Art. 7b	Has one of its central purposes to achieve IUCN's objectives around nature conservation (described in Art. 2) <i>[applicant's statutes]</i>	x	x	x	x	x	x				✓	✓	Yes	
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	x	x	x	x	x	x				✓	✓	Yes	
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both⁵:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	x	x	x	x	x	x				✓	✓	Yes	

¹ This should be the official existing translation or an agreed translation as provided by a reliable translator. MFPs should check that the translation is accurate. UDG can assist with the translation of the name if necessary.

² Relevant National Committees or Regional Committees, if any, Regional Offices and regional Councillors will be requested to answer a set of questions to confirm that the applicant meets with IUCN requirements.

³ Universities are part of the NG category, but have to fulfil slightly different criteria.

⁴ GA/IN/NG/IP wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG/IP respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

⁵ Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web		
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	x	x	yes	x	x	x			✓	✓	Yes	
Additional questions set by GCC	1) Contributes to conserving the integrity and diversity of nature.		x	x	x	x	x			✓	✓	Yes	
	2) Confirms that the IUCN's Sustainable Use Policy is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. The applicant confirms its position on sustainable use and concrete examples are provided.		x	x	x	x	x			✓	✓	Yes	
	3) Has a substantial record of activity in the conservation of nature <i>[Achievements section of application form]</i>		x	x	x	x	x			✓	✓	Yes	
	4) Does not carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources.		x	x	x	x	x			✓	✓	?	staff is not allowed to consume wild/endangered species
	5) Confirms that it is committed to engage in a respectful and collegial way with other Members of IUCN?		x	x	x	x	x			✓	✓	Yes	
Reg. 5a(i) Reg. 5b(i) Reg. 5bis(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)			x	x	Yes	
Reg. 5a(ii) Reg. 5b(ii) Reg. 5bis(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)			x	x	Yes	
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁶ <i>[applicant's statutes]</i>		x	x			x (for IN/NG only)			x	x	Yes	

⁶ Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?	
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web			
Reg. 5b (iv) Reg. 5bis(iii)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				X	X	X (for Univ. only)						n/a	
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁷ <i>[applicant's statutes]</i>		X	X			X (for IN/NG only)			✓	✓		Yes	
Reg. 5b (iii)	Is an academic or professional entity of high standing				X		X (for Univ. only)						n/a	
Reg. 5bis(iv)	Has, as its primary constituency, indigenous peoples <i>[applicant's statutes]</i> .					X	X (for IP only)						n/a	
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁸ <i>[Application Form > Mission, Objectives and Activities]</i>		X				X (for IN only)						n/a	
Reg. 6d	Board is open to nationals from at least two States ⁹ <i>[applicant's statutes]</i>		X				X (for IN only)						n/a	

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 4	Authorization to adhere to IUCN Statutes, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X				X (for GA only)	n/a	
Reg. 7, 9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X	X	X	X	X	Yes	

⁷ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation, and/or its Board, fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

⁸ Means that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have a Headquarter and two or more outposted countries offices reporting back to it. Outposted staff based or hosted in partner organisations in other countries cannot be considered as outposted offices.

⁹ The Organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 8	Letters of endorsement (min. 2) from IUCN Members in good standing ¹⁰ or from IUCN National/Regional Committees or from IUCN Councillors or Honorary Members (<i>providing that there are no conflict of interest for the last two groups</i> ¹¹): 1) NG/24839 Culture and Environment Preservation Association, Cambodia 2) NG/24670 Mlup Baitong, Cambodia (if letters come from IUCN Members, indicate Member ID, name of org, country)		X	X		X (for NG/IN/IP only)	Yes	
	Statutes/Bylaws/Constitution document(s) received		X	X	X	X (for NG/IN/IP only)	Yes	
	Financial report validating operational expenditures of USD ¹² 287,800.00 received		X	X	X		Yes	
Reg. 10	Deposit of CHF ¹³ : 713 processed through Regional office (by MFP) Received at HQ on: (by MU)	X	X	X	X	X	Yes	
MU process	Assessment form completed (by MFP) and checked by MU	X	X	X	X	X	Yes	
MU process	Relevant IUCN Programme/country office staff do not have any particular issues with the applicant (by MFP)	X	X	X	X	X	Yes	
MU process	Organisation, application form and documents entered in CRM (by MFP) [!! <i>CHECK: original and English name, website, text length for description, mission, objectives and achievements</i>]	X	X	X	X	X	Yes	

MFP/UDG comments

Completed on: 06 July 2018

by: Raj Kumar

¹⁰ "In good standing" means that the Member has paid all of its outstanding membership dues up to and including the year preceding the date when Council considers the application. It is the responsibility of the applicant to find endorsers.

¹¹ When letters of endorsement are submitted by IUCN Councillors or Honorary Members, any formal or informal relationships with the applicant must be detailed and disclosed at the time of endorsement. Letters of endorsement shall indicate that the seconder knows well the applicant organisation and its activities and therefore can confirm to IUCN that the applicant meets all the requirements prescribed in the IUCN Statutes and Regulations to be accepted as an IUCN Member. Letters of endorsement should address the set of questions approved by GCC.

¹² Operational expenditure is considered as annual and recurring expenses (staff salaries, building rental, administration costs, etc).

¹³ Deposit equals the first year of Membership dues. Once the applicant is admitted, the deposit will be re-calculated pro-rata based on the Member admission date, and the difference carried forward. If not admitted, the deposit will be refunded.



Mlup Baitong, P.O. Box 2510, Phnom Penh 3, Cambodia

M/P: [+855]-10-413-857/12-413-857, E-mail: mlup@online.com.kh, www.mlup-baitong.org

June 25, 2018

To: IUCN ASIA
Attention: Mrs. Aban Marker Kabraji, Regional Director
Address: IUCN Asian Regional Office, Bangkok, Thailand
Subject: Supporting letter of NGO Forum's Application for Membership at IUCN

Dear Mrs. Aban Marker Kabraji,

Mlup Baitong (MB) is a Cambodian non-governmental and not-for-profit organization (NGO). MB was established in February 1998 as a project of an international NGO to address the problem of deforestation in Cambodia with a focus on education the general public on conservation of natural resources. The organization entered the localization process in 2001 and is officially recognized by the Ministry of Interior since 2003.

Currently MB is one member of the NGO Forum on Cambodia (NGOF) who is active on building capacity to NGO/CSO in Cambodia, NGO/CSO Networking, Research and Policy Dialogues that focus on natural resource management. Cambodia Sustainable Development Goal and National Strategic Development Plan. NGOF has well recognized by Cambodian Royal Government, development partners, private sectors and NGOs/CSOs as NGO Membership and Network in Cambodia. MB and NGOF are working together on forestry policy reform, natural resource management and climate change.

On behalf of Mlup Baitong, as a member of IUCN from Cambodia with member ID NG/24670, I highly recommended you to register NGO Forum as the fourth member of IUCN from Cambodia.

Thank you very much for your highest consideration on NGO Forum's membership application.

Respectively yours,



Om Sophanna (Mr.)
Executive Director



**Culture and
Environment
Preservation
Association**

Office Phnom Penh : #45 , St 37E, Sangkat Teok Thla
Khan Sen Sok, Phnom Penh, P.O Box: 1486, CCC Box: 357
Tel : 077 989 831 / 097 776 0763 / 077 435 726
Office Stung Treng: Phum Spean Thmor, Krœung Stung Treng,
Stung Treng Province, Tel. 097 973 5798 / 012 368 797
Office RatanakKiri: Phum Boun.Sang Kat Kaclanh, Krœng Banlung
Ratanakiri Province
E-mail: janetey@cepa-cambodia.org / cepa@cepa-cambodia.org
Website : www.cepa-cambodia.org
CAMBODIA

June 25, 2018

Letter of Support

To: IUCN ASIA
Attention: Mrs. Aban Marker Kabraji, Regional Director
Address: IUCN Asia Regional Office, Bangkok, Thailand

Subject: NGO Forum's Application for Membership at IUCN

Dear Mrs. Aban Marker Kabraji,

Cultural and Environment Preservation Association (CEPA) is a Cambodian non-governmental and non-profit organization (NGO). CEPA was founded in 1995 by four social and environmental activists committed to preserving their natural resources and officially register on April 10, 1996, at Ministry of Interior.

CEPA fully supports the NGO Forum on Cambodia (NGOF) to be a member of IUCN. CEPA and NGOF have been working together on natural resources management in Cambodia since 1996. Both CEPA and NGOF are very active working on fishery, forestry, water resource governance, empower villagers and CSO on natural resources protection and policy dialogues with government, the private sector, and development partner. The NGO Forum on Cambodia is membership organization which currently have 96 National and International Organizations as the member. Moreover, NGOF is managing of 8 national NGO secretariats and 5 National NGO working groups which equal to 450 national and international organizations as network members included CEPA. NGOF have very active in providing capacity building to NGO member and network member, promoting participatory research on natural resources, policy dialogues on water governance, hydropower, climate change, fisheries, environmental impact assessment, and natural resource.

As a member of IUCN from Cambodia (ID: NG/24839), CEPA highly recommends you to register the NGO Forum on Cambodia a fourth member of IUCN from Cambodia.

Thank you so much for your highest consideration on NGO Forum on Cambodia's membership application.

Respectfully yours,



Euy Reaksmeay (Ms)
Executive Director
Cultural and Environment Preservation Association (CEPA).



BY-LAWS

OF THE

NGO FORUM ON CAMBODIA

Amended on 20 July 2007

NGO FORUM BY-LAWS

TABLE OF CONTENTS

ARTICLE ONE: NAME AND PURPOSE	3
1.1 NAME AND LOCATION.....	3
1.2 MISSION	3
1.3 VISION.....	3
1.4 VALUES.....	3
ARTICLE TWO: STRUCTURE, AMENDMENTS AND DISSOLUTION	3
2.1 STRUCTURE OF THE NGO FORUM.....	3
2.2 BY-LAW AMENDMENTS.....	3
2.3 ORDINARY DISSOLUTION	4
2.4 EMERGENCY DISSOLUTION.....	4
ARTICLE THREE: MEMBERSHIP	4
3.1 MEMBERSHIP CATEGORIES	4
3.2 FULL MEMBERSHIP ELIGIBILITY REQUIREMENTS	4
3.3 ASSOCIATE MEMBERSHIP ELIGIBILITY REQUIREMENTS.....	5
3.4 PROCEDURES FOR MEMBERSHIP APPLICATIONS.....	5
3.5 DISCONTINUATION OF MEMBERSHIP	6
3.6 MEMBER MEETINGS	7
3.7 QUORUM.....	8
3.8 PROXIES AND POSTAL VOTES	8
3.9 VOTING.....	8
ARTICLE FOUR: MANAGEMENT COMMITTEE.....	9
4.1 ROLE OF THE MANAGEMENT COMMITTEE.....	9
4.2 TASKS OF THE MANAGEMENT COMMITTEE.....	9
4.3 DUTIES OF OFFICE BEARERS	10
4.4 ELECTION PROCEDURES FOR THE MANAGEMENT COMMITTEE.....	11
4.5 OPERATING PROCEDURES	12
4.6 MEETING RECORDS AND ATTENDANCE.....	12
4.7 RETIREMENT OF THE MANAGEMENT COMMITTEE.....	13
ARTICLE FIVE: PROJECTS AND NETWORKS.....	13
5.1 CREATION AND DISSOLUTION OF PROJECTS AND NETWORKS	13
5.2 MEMBERSHIP OF NETWORKS.....	14
5.3 ROLES OF PROJECTS AND NETWORKS	14
5.4 RIGHTS OF PROJECTS AND NETWORKS	14
5.5 RESPONSIBILITIES OF PROJECTS AND NETWORKS.....	14
ARTICLE SIX: NGO FORUM EXECUTIVE DIRECTOR.....	15
6.1 ROLE AND TASKS OF THE NGO FORUM EXECUTIVE DIRECTOR WITHIN THE MANAGEMENT COMMITTEE.....	15
6.2 OTHER TASKS AND RESPONSIBILITIES OF THE NGO FORUM EXECUTIVE DIRECTOR,	15
ARTICLE SEVEN: FINANCE	16
7.1 BUDGET	16
7.2 MEMBERSHIP FEES.....	16
7.3 FUNDRAISING.....	16
7.4 GRANTS AND DONATIONS FROM NON-MEMBER ORGANISATIONS.....	16
7.5 FINANCIAL REPORTS.....	16
7.6 AUDIT.....	16

**BY-LAWS
OF THE
NGO FORUM ON CAMBODIA**

ARTICLE ONE: NAME AND PURPOSE

1.1 NAME AND LOCATION

1.1.1 The organisation shall be known as "The NGO FORUM on Cambodia" hereinafter referred to as the "NGO FORUM".

1.1.2 The NGO Forum shall be registered and have its headquarters in Phnom Penh, Cambodia.

1.2 MISSION

1.2.1 The NGO FORUM is made up of local and international non-governmental organizations grounded in their experience of humanitarian and development assistance to Cambodia. The NGO FORUM exists for information-sharing, debate and advocacy on priority issues affecting Cambodia's development. The NGO FORUM has an important role to highlight the impact of development processes and economic, social and political changes on Cambodians.

1.3 VISION

1.3.1 Cambodia will have a well-informed and empowered population participating in a strong and vibrant civil society, *to the benefit of poor and vulnerable people in Cambodia.*

1.4 VALUES

1.4.1 The NGO FORUM believes in working together for:

- Economic and social justice;
Respect for human rights and democracy;
- Gender equality;
- Peace and non-violence;
Sustainable use of natural resources;
- Respect for cultural diversity; and
- Development with equity.

ARTICLE TWO: STRUCTURE, AMENDMENTS AND DISSOLUTION

2.1 STRUCTURE OF THE NGO FORUM

2.1.1. The NGO FORUM consists of the Membership, the Management Committee, the staff and office, and other projects and networks which may be formed from time to time, as defined in Articles Three, Four, Five and Six of these By-Laws.

2.2 BY-LAW AMENDMENTS

2.2.1 The NGO FORUM adopts By-laws to provide for the orderly operation of the Organization.

- 2.2.2 Proposed amendments to the By-laws will be presented to the **Membership** through the Management Committee following:
- a). recommendation by the Management Committee; or
 - b). receipt of the text for a proposed change accompanied by signatures representing ten per cent (10%) of Full Member Organisations.
- 2.2.3 Proposed amendments to the By-laws must be submitted to the Management Committee at least fifteen (15) days prior to a Members Meeting for review and distribution.
- 2.2.4 The proposed amendments will be presented for discussion at the Members Meeting and considered for purposes of amendment and vote through a ~~confidential~~ written ballot.
- 2.2.5 The By-laws shall be adopted and may be amended with the agreement of at least a two-thirds majority vote at a Members Meeting at which a quorum exists.

2.3 ORDINARY DISSOLUTION

- 2.3.1. The NGO FORUM may be dissolved with the agreement of at least a two-thirds majority vote at a Members Meeting at which a quorum exists, followed by a majority vote of the Management Committee, but only after debate in which clear reasons for dissolution are given with reference to the Mission of NGO FORUM.
- 2.3.2. If the NGO FORUM is dissolved, the assets will be disposed according to a plan accepted by the Management Committee, allowable by the Laws of Cambodia, and in line with any requirements of NGO FORUM's donors.

2.4 EMERGENCY DISSOLUTION

- 2.4.1. In the case of emergency, ~~responsibility~~ will rest with the Chair of the Management Committee and the Executive Director to dissolve the NGO FORUM and dispose of assets as per an emergency action plan adopted by the Management Committee.

ARTICLE THREE: MEMBERSHIP

3.1 MEMBERSHIP CATEGORIES

- 3.1.1. Full Member Organizations: Agencies with Full Member status have the right of voice and vote in Member Meetings. Staff of agencies with Full Member status may be elected to serve on the Management Committee.
- 3.1.2. Associate Member Organizations: Agencies with Associate Member status have the right of voice only.

3.2 FULL MEMBERSHIP ELIGIBILITY REQUIREMENTS

- 3.2.1. Applicants for full membership of the NGO FORUM must be non-government organisations (NGOs), which are not-for-profit, not for proselytising, and not aligned with any political party inside or outside the country;

- 3.2.2. Have an office or Representative inside the country;
- 3.2.3. Are implementing or supporting on-going programs in Cambodia which are beneficial to the well being of the Cambodian people, normally evidenced by at least two years experience of implementing or supporting projects in Cambodia;
- 3.2.4. Have as a primary objective the provision of development and humanitarian assistance, including educational and advocacy activities;
- 3.2.5. Have a genuine concern for the impact of social, economic, political and environmental developments on the lives of Cambodian people;
- 3.2.6. Are committed to actively participating in working groups and meetings of the Forum;
- 3.2.7. Are willing to take prompt action to commit their NGO to a public stance on issues of public concern here in Cambodia;
- 3.2.8. Are committed to exercising their vote on all proposals put to the membership for decision;
- 3.2.9. Agree to pay annual membership fees. Fees will be applied on a schedule based on in-country program budget. *The fees may be waived where agreed by the Management Committee.*

3.3 ASSOCIATE MEMBERSHIP ELIGIBILITY REQUIREMENTS

- 3.3.1. Applicants for Associate Membership of the NGO FORUM must be organisations which satisfy eligibility requirements 3.2.1 and 3.2.4 to 3.2.6 above and are committed to supporting activities of the NGO FORUM.
- 3.3.2. Agencies eligible to be a Full Member may not choose Associate Member status instead of Full Member status.

3.4 PROCEDURES FOR MEMBERSHIP APPLICATIONS

- 3.4.1 Before making an application, organizations are encouraged to meet with NGO FORUM staff, and learn about NGO FORUM's purpose, mission and current activities.
- 3.4.2 A set of NGO FORUM documents must be obtained from the office which include the following:
 - an application form
 - the NGO FORUM By-Laws
 - a list of current Member Organisations
 - details of Membership fees
- 3.4.3 The organization applying for membership must submit to the NGO FORUM office:
 - 3.4.3.1 A letter explaining the reasons why the organisation wishes to join the NGO FORUM;
 - 3.4.3.2 A completed application form. The application form shall include:
 - a) A signed statement that pledges the Organisation to adhere to the principles of the NGO FORUM as stated in the Mission Statement and By-Laws of the NGO FORUM;

- b) The name of the designated representative to attend NGO FORUM Member Meetings;
- c) A signed statement that pledges the Organisation to participate regularly by presence or by proxy in the member meetings of the NGO FORUM;
- d) A signed statement indicating the Organisation understands that Membership fees are to be paid annually.

3.4.3.3 The Organisation's Mission and/or Vision Statement;

3.4.3.4 The Organisation's Constitution and/or By-Laws;

3.4.3.5 A list or summary of the Organisation's current activities in Cambodia; and any brochure or other document used to explain the Organisation's purpose and activities;

3.4.3.6 A list of the Organisation's funding sources, and list of *Board Members* or other decision-making *body*;

3.4.3.7 The organisation's official authorisation to operate in Cambodia. Letters of recognition from line ministries or provincial authorities will suffice where formal protocol agreements have not been completed. (Not required for Associate Membership.)

3.4.3.8 Upon receipt of the required documents, the NGO FORUM Executive Director shall bring the application for membership to the next meeting of the Management Committee.

3.4.4 If the Management Committee feels that they require additional information before deciding to admit the Organisation to membership, they may postpone their decision until the next Management Committee meeting in order to give time for the necessary investigation or submission of additional information.

3.4.5 The Management Committee shall admit the Organisation to membership if, in the opinion of the Management Committee the Organisation meets the membership criteria and will be able to make a worthwhile contribution to the achievement of NGO FORUM's Mission.

3.4.6 The Management Committee must reconsider their decision to include or exclude an Organisation upon receipt of a protest letter from at least 10% of the Full Member organisations. If the Management Committee re-confirms its original decision, the membership application must be taken to the next Members Meeting to be decided by a secret ballot of the Full Member Organisations.

3.4.7 After joining the NGO FORUM, Member Organisations have to inform the NGO FORUM in writing, and provide the necessary documentation, about any change which may affect their continued eligibility to fulfil their current member status.

3.4.8 The NGO FORUM Management Committee can raise questions on or review an Organisation's Membership status on the basis of information provided by the Organisation or on the basis of any other information it obtains.

3.5 DISCONTINUATION OF MEMBERSHIP

3.5.1 Membership shall be discontinued under the following circumstances:

- 3.5.1.1 The member organisation submits a letter to the Management Committee advising of their intention to withdraw from Membership.
- 3.5.1.2 Full Member Organisations decide by a secret ballot that the member organisation no longer meets the eligibility criteria as stated in these By-laws, or has activities and/or objectives that are not in accordance with the purpose, mission or values of the NGO FORUM.
- 3.5.1.3 The member organisation has not paid its membership fees in the last 12 months, and has failed to explain to the Management Committee in writing why it has been unable to pay. There must be evidence that two written reminders of fees due were sent to the member organisation before this discontinuation can be applied. Reasonable explanations for being unable to pay, received in writing from active member organisations, will be viewed favourably.
- 3.5.1.4 The Management Committee informs the member organisation in writing that, in the view of the Management Committee, the member organisation no longer meets the eligibility criteria as stated in Article 3.2.1 or has activities and/or objectives that are not in accordance with the purpose, mission or values of the NGO FORUM, and the member organisation does not appeal the decision within two months of receiving the Management Committee's letter.
- 3.5.2 The Management Committee must reconsider their decision to remove an organisation from membership upon receipt of a letter of appeal from the organisation. If the Management Committee re-confirms its original decision, the decision must be taken to the next Members Meeting to be decided by a secret ballot of the Full Member Organisations.
- 3.5.3 The Management Committee must inform the membership of any changes in the membership of NGO FORUM at regular intervals and at least at every Members Meeting.

3.6 MEMBER MEETINGS

- 3.6.1 Member Meetings are open to all member organisations of the NGO FORUM. The Management Committee may also choose to invite additional organisations or persons as observers or as speakers.
- 3.6.2 Member organisations shall promptly inform the NGO FORUM office of any change to or absence of the designated representative to attend NGO FORUM Member Meetings.
- 3.6.3 The Management Committee shall call an Annual General Meeting every year, during which the Annual Report and Financial Statement will be presented, and election of new Management Committee members will take place.
- 3.6.4 The Management Committee may call for additional Members Meetings to be held at other times of the year, normally on a Quarterly basis.
- 3.6.5 Members Meetings may also be called by:
 - 3.6.5.1 Member Organisations submitting to the Chairperson a written request signed by at least ten percent (10%) of all Members, upon receipt of which the meeting shall be held within one month, unless otherwise agreed.

3.6.5.2 The NGO FORUM Executive Director in case of an urgent matter affecting the SGO FORUM and its membership.

3.7 QUORUM

3.7.1 A quorum for meetings convened with two weeks notice is attained by registration of attendance of over half of all Member Organisations.

3.7.2 A quorum may be achieved by including proxies or postal votes.

3.7.3 Where a quorum is not achieved at a meeting called with at least two weeks notice, the Chairperson may decide either to defer the issue being voted on or to continue the meeting and seek further postal votes in a two-week period after the meeting.

3.8 PROXIES AND POSTAL VOTES

3.8.1 Only an organisation's Director, or a staff member of the same organisation nominated by the organisation's Director, may vote in NGO FORUM meetings.

3.8.2 Where provision for a postal vote has been arranged, the organisation's vote may be submitted by postal ballot. All Management Committee elections shall include provision of a postal vote.

3.9 VOTING

3.9.1 The Chairperson of the meeting is responsible to ensure that there is a process to ascertain whether the required quorum exists, and that each Member agency votes only once on each motion.

3.9.2 The Chairperson of the meeting will facilitate thorough discussion on all issues brought to the meeting for decision in order to help build consensus where possible.

3.9.3 Member organisations should submit to the Management Committee any issue they wish to be placed on the agenda at least one month before the Members Meeting. Where the request has been seconded by another member organisation, the Management Committee is obliged to put the issue on the agenda.

3.9.4 The agenda of the Members Meeting must be circulated to all Members at least two weeks before the meeting.

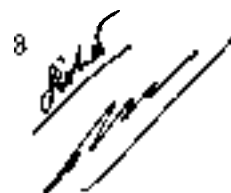
3.9.5 Discussion and voting on issues already on the agenda may be initiated by the Chairperson of the meeting.

3.9.6 Voting on issues not already on the agenda may be initiated by one representative of a Member agency making a motion and a representative of a second Member agency seconding the motion. If there is insufficient time to discuss and vote on the issue, the Chairperson may defer the discussion and voting to the next Members Meeting.

3.9.7 All motions must be recorded in writing before a vote is taken.

3.9.8 Votes on membership and the election of persons to committees will be by confidential/written ballot. A registration to show who voted must be made.

3.9.9 All other votes will be by show of hands unless there is a vote for another procedure.

8


- 3.9.10** The Chairperson of the meeting is responsible for establishing discussion and voting procedures, within the principles of the NGO FORUM By-Laws, unless the Members vote for a different procedure.
- 3.9.11** The votes required for a motion to be passed are as follows:
- 3.9.11.1** Motions to amend these By-Laws require a vote of two thirds of all voting organisations, for which a quorum exists;
- 3.9.11.2** Election to the Management Committee or other committee require the candidate(s) to receive the highest number of votes, in an election for which a quorum exists;
- 3.9.11.3** All other motions shall be carried by a vote of fifty percent (50%) plus one of all voting organisations, for which a quorum exists.
- 3.9.12** Further details on the procedures for Management Committee elections are shown given in Section 4.4 below.
- 3.9.13** While a NGO FORUM vote' shall not be binding on member organisations, the Management Committee and the NGO FORUM staff shall be bound by the decisions.

ARTICLE FOUR: MANAGEMENT COMMITTEE

4.1 ROLE OF THE MANAGEMENT COMMITTEE

- 4.1.1** The Management Committee acts as the governing board of directors of the NGO FORUM.
- 4.1.2** It has as a main task to guide and advise the Executive Director on policy developments which are desired by the NGO FORUM Member Organisations.
- 4.1.3** The Management Committee is at all times accountable to the NGO FORUM Membership. It devises a broad framework for NGO FORUM policies and actions consistent with the NGO FORUM's purpose, mission and values.
- 4.1.4** The Management Committee assists the NGO FORUM Executive Director in interpreting his/her mandate, and ensures that all actions taken on behalf of the NGO FORUM Member Organisations, by either the NGO FORUM Executive Director, the Management Committee Members or the NGO FORUM staff, fall within the mandate given by the Member Organisations and are in compliance with the NGO FORUM's purpose, mission and values.

4.2 TASKS OF THE MANAGEMENT COMMITTEE

The tasks of the Management Committee are:

- 4.2.1** Further develop the long-term strategy of NGO FORUM and ensure that the NGO FORUM follows this strategy.
- 4.2.2** Review and make recommendations regarding the action plans formulated by the project staff and networks.



9
Date
/ /

- 4.2.3 Approve new applications for membership of NGO FORUM.
- 4.2.4 To recruit and execute a contract of employment with the Executive Director and supervise all tasks specifically allocated to the Executive Director by the Membership or the Management Committee.
- 4.2.5 To terminate the contract of the Executive Director, if s/he fails to fulfil the requirements of the contract, in accordance with the contract conditions and the Personnel Policy of the NGO FORUM.
- 4.2.6 To discuss, examine and make recommendations to the Membership on actions proposed by the Executive Director or the Working Groups in the name of the NGO FORUM.
- 4.2.7 To prioritise instructions from the Membership for action by the Executive Director
- 4.2.8 To refrain from individually representing the NGO FORUM or its members, in person or in writing, without the express approval of the Management Committee as a whole and, when appropriate, of the Membership.
- 4.2.9 To meet regularly, normally once every two months, to discuss management matters and other issues related to the NGO Forum.
- 4.2.10 To attend special meetings as circumstances require. Proposed issue(s) to be discussed at the special meeting should have absolute majority of MC members. A quorum of at least four MC members is needed for a special meeting.
- 4.2.11 To monitor the financial affairs of the NGO FORUM, as carried out by the Secretariat to ensure viability and accountability, and ratify financial reports after approval by the Executive Director
- 4.2.12 To ensure the organization of an Annual General Meeting at which the Annual Report and audited accounts are presented.
- 4.2.13 To plan, attend and chair the Annual General Meeting and other Members Meetings and represent the views of the Management Committee to the Membership.
- 4.2.14 To approve the annual budget and subsequent budget revisions, in accordance with the mandate given by the membership, the requirements of donors, and acceptable standards of good financial and project management. The Management Committee and NGO FORUM Executive Director shall have signing authority for financial transactions within limits set by the approved budget and current Financial Policy.
- 4.2.15 To approve the formation and projects and networks operating under the name of the NGO FORUM.
- 4.2.16 Make other decisions regarding the management of the NGO FORUM.

4.3 ***DUTIES OF OFFICE BEARERS***

- 4.3.1 The Management Committee members elect from among themselves a Chairperson and a Treasurer. Both office bearers shall be Cambodian citizens.
- 4.3.2 The Chairperson:

- a) Ensures that there is someone to chair each Management Committee and Members meeting;
- b) In discussion with the Executive Director, ensures that each meeting has an agenda;
- c) Ensures that the Management Committee properly supervises and periodically evaluates the work of the Executive Director;
- d) Signs documents (e.g. the Executive Director's contract), on behalf of the Management Committee.

4.3.3 The Treasurer:

- a) Requests regular financial reports from the NGO FORUM secretariat;
- b) Ensures that financial matters are properly discussed in the Management Committee meetings;
- c) Co-signs budgets, budget revisions and the Annual Financial Statement, together with the Executive Director.

4.4 ELECTION PROCEDURES FOR THE MANAGEMENT COMMITTEE

4.4.1 Members of the Management Committee are elected by the full member organizations of the NGO FORUM for a two-year term. Members of the Management Committee must be staff of one of the full member organizations.

4.4.2 The Management Committee shall contain seven (7) members, of which at least four (4) shall be Cambodian citizens. Where a ballot would otherwise result in more than three non-Cambodians sitting on the Management Committee, only the first three non-Cambodians will actually be accepted; the remaining seats will be given to the Cambodians with the most votes.

4.4.3 Where possible, overlap of the terms of different Management Committee members is encouraged, in order to ensure some continuity of membership.

4.4.4 Elections are held at the Annual General Meeting. Additional elections may be held at other Member Meetings, as required.

4.4.5 Nominations are requested from full member organisations at least one month before the date of the election.

4.4.6 Nomination of more than one person from a single full member organization shall not be accepted. Where more than one person has been nominated from a single organization, the Director of that organization shall be asked to specify which of those persons is the accepted nomination. Where there is a continuing Board member from the same organization who has not yet finished his or her term, the nomination will not be accepted.

4.4.7 A ballot sheet shall be made which lists the names and organisations of all accepted nominations. A form for nominations shall be provided and must be completed; for the nomination to be valid, acceptance of the nominee must be included.

4.4.8 A postal ballot is distributed at least two weeks before an election, so that organisations that cannot attend the meeting are able to submit their vote by post.

- 4.4.9 At the meeting where the election is held, envelopes are separated from the ballots before they are read and counted, and the election officer will ensure that each organization has made only one vote.
- 4.4.10 The voters are asked to place a tick against the names on the ballot for whom they wish to vote. To be valid, the number of ticks on a ballot paper must not exceed the number of Management Committee positions vacant.
- 4.4.11 Where there is a tied vote for the final position in the Management Committee, the candidate will be selected in favor of gender balance. Where the tied candidates are of the same gender, a re-vote involving only the tied candidates will be held.

4.5 *OPERATING PROCEDURES*

- 4.5.1 At its first meeting following the Annual General Meeting, the Management Committee shall agree on operating procedures for their meetings which are consistent with the principles of the NGO FORUM By-Laws.
- 4.5.2 The schedule for all meetings of the Management Committee shall be posted at the NGO FORUM.
- 4.5.3 Any Member Organisation may ask, at any time, to meet with the Management Committee to raise a matter of concern.
- 4.5.4 A quorum at a Management Committee exists if more than half of the members are present. Where a quorum does not exist at a regular Management Committee meeting, the meeting may still occur, but decisions made will not be valid until accepted by a quorum of Management Committee members at the following Management Committee meeting.
- 4.5.5 Where possible, decisions of the Management Committee shall be made by consensus. Where consensus is not possible, a decision is made by a vote in which at least a majority of those present are in agreement.
- 4.5.6 Ordinarily decisions shall be made by the Committee at meetings, not through individual consultation; this is to foster discussion, the hearing of different viewpoints, professional execution of NGO FORUM business, and the ~~accountability~~ accountability of members of the Management Committee to attend meetings.
- 4.5.7 On matters of personnel and other concerns of a sensitive nature, the Management Committee may vote to go into Executive (i.e. closed) Session.

4.6 *MEETING RECORDS AND ATTENDANCE*

- 4.6.1 Minutes, including attendance, of all meetings of the Management Committee shall be kept by the NGO FORUM Executive Director or by an agreed Management Committee Member in case there is an Executive Session when the NGO FORUM Executive Director is not present.
- 4.6.2 Minutes of Management Committee meetings shall be available to the Membership for inspection; however, minutes of Executive Session shall not be available to the Membership unless expressly authorized by a unanimous vote of the Management Committee.



4.6.3 While committed to transparency and openness, the Members of the Management Committee shall observe confidentiality as necessary, in order to preserve the integrity of the NGO FORUM Organisation, the security of individuals and the interests of the NGO FORUM Member Organisations.

4.7 **RETIREMENT OF THE MANAGEMENT COMMITTEE**

4.7.1 The Management Committee as a whole shall retire upon the following:

4.7.1.1 A decision passed by a 2/3 majority of the Members present at a Member Meeting for which a quorum exists can dissolve the Management Committee and hold new elections.

4.7.2 Individual Members of the Management Committee shall retire upon the following:

4.7.2.1 A Management Committee member may discontinue their membership of the Management Committee if they resign in writing.

4.7.2.2 A Management Committee member shall cease to be a member of the Management Committee if they cease to be a staff member of a full member organization of the NGO FORUM on Cambodia.

4.7.2.3 Expiration of the term of appointment

4.7.2.4 A decision to retire the Management Committee member passed by a 2/3 majority of the Members present at a Member Meeting for which a quorum exists.

4.7.2.5 A Management Committee Member who misses or is absent for three (3) consecutive Management Committee Meetings or is absent from fifty percent (50%) or more Management Committee meetings during a six-month period shall be removed from office, unless otherwise agreed by a valid vote of the Management Committee.

ARTICLE FIVE: PROJECTS AND NETWORKS

5.1 **CREATION AND DISSOLUTION OF PROJECTS AND NETWORKS**

5.1.1 As and where necessary, the Management Committee may authorise the setting up of projects for the fulfilment of the NGO FORUM's objectives.

5.1.2 The Management Committee may also authorise the creation of networks of NGOs and like-minded groups, under the name and umbrella of the NGO FORUM, to fulfil the objectives of particular projects.

5.1.3 The network may be called a network, working group, forum, or other name, depending on its nature and the understanding of its members.

5.1.4 The project or network may also be dissolved by the Management Committee at any time, if it is considered that the project or network is no longer contributing to the mission of the NGO FORUM or is no longer a priority.

5.1.5 A dissolved project or network may be reinstated by a majority vote of the membership at which a quorum is present.

5.2 MEMBERSHIP OF NETWORKS

- 5.2.1 Membership of networks is open to organisations that are Full Members of the NGO FORUM. They may be represented by one or more staff persons at meetings but can exercise only one vote on all decisions requiring membership approval.
- 5.2.2 Participation in networks is also open to Associate Member organisations and other invited individuals or organisations, whether or not they are a member organisation of the NGO FORUM, provided they have expertise and/or an interest in the issues associated with that particular network.
- 5.2.3 All members and participants must accept the values contained in the Mission Statement of the NGO FORUM and agree to abide by the policies and decisions of the Forum Membership.

5.3 ROLES OF PROJECTS AND NETWORKS

- 5.3.1 To discuss, research and formulate Action Plans on specific issues of concern within the subject area of the group.
- 5.3.2 To carry out Action Plans agreed by the Management Committee.
- 5.3.3 To keep the Management Committee aware of any changes to the Action Plan, and to seek prior approval where necessary or otherwise requested.

5.4 RIGHTS OF PROJECTS AND NETWORKS

- 5.4.1 To determine rules or guidelines for operation provided these meet with accepted democratic principles embodied in the NGO FORUM.
- 5.4.2 To set priorities for issues of the network, taking into account the extent and purpose of funds allocated by the NGO FORUM and the concerns expressed by Forum Membership.
- 5.4.3 To initiate discussions and information-gathering activities intended to inform the development of advocacy strategies.
- 5.4.4 To undertake actions in the name of the network provided these actions fit broadly within the mandate and policies of the NGO FORUM, in accordance with any recommendations of the Management Committee.
- 5.4.5 Where appropriate and agreed to by the Management Committee of the NGO FORUM, to develop advocacy campaigns with an identity distinct from that of the NGO FORUM.

5.5 RESPONSIBILITIES OF PROJECTS AND NETWORKS

- 5.5.1 To refrain from associating the name of an NGO or other organisation with any actions taken under the name of the network, working group, or forum without the express approval of that organisation.
- 5.5.2 To respect and advance the objectives of the NGO FORUM, with particular reference to the concerns and capacity of Cambodian members of the network.

- 5.5.3 To thoroughly investigate situations, specifically **taking** into account the views of the Cambodian people most directly affected, prior to initiating any public actions over issues.
- 5.5.4 To refrain from actions which violate the laws of Cambodia and/or put at risk the safety or welfare of persons or organisations not party to the decision-making process.
- 5.5.5 To maintain the confidentiality of all network discussions and documents except where the release of this information has been expressly agreed.
- 5.5.6 To refrain from issuing any statements, either verbally or in writing, or undertaking any public actions in the name of the NGO FORUM without first obtaining approval of the Executive Director or the Management Committee to do so.
- 5.5.7 Where support of the NGO FORUM and its Membership is sought, to forward a proposal for action, including any written statement, to the Management Committee for appraisal and recommendations prior to consideration and decision by the **Membership**.

ARTICLE SIX: NGO FORUM EXECUTIVE DIRECTOR

6.1 ROLE AND TASKS OF THE NGO FORUM EXECUTIVE DIRECTOR WITHIN THE MANAGEMENT COMMITTEE

- 6.1.1 The NGO FORUM Executive Director is a non-voting, ex-officio member of the Management Committee.
- 6.1.2 The NGO FORUM Executive Director serves as the secretary to the Management Committee. In discussion with the Chairperson, (s)he prepares the meetings of the Management Committee, including the agenda. The NGO FORUM Executive Director will solicit the views of the Management Committee on all policy matters regarding NGO FORUM's relationship to its Members. (S)he ensures that activities undertaken by the NGO FORUM Office are in line with approved planning documents and minuted decisions of the Management Committee.

6.2 OTHER TASKS AND RESPONSIBILITIES OF THE NGO FORUM EXECUTIVE DIRECTOR

- 6.2.1 The Executive Director shall perform duties under the supervision of the Management Committee, in accordance with a job description prepared by the Management Committee.
- 6.2.2 Tasks and responsibilities of the Executive Director may include:
 - 6.2.2.1 Representation: To speak on behalf of the NGO FORUM, its members, projects and networks;
 - 6.2.2.2 Networking: To maintain contact with a wide range of organisations, groups and individuals.
 - 6.2.2.3 Organisation and Coordination: To ensure the smooth execution of the NGO FORUM's programs.

- 6.2.2.4 Administration and Finance: To ensure the proper accounting of NGO FORUM's programs.
- 6.2.2.5 Personnel: To ensure the proper management of staff of the NGO Forum, in compliance with Cambodian labour law.
- 6.2.2.6 Fundraising: To raise sufficient funds for the NGO FORUM's programme.
- 6.2.6 The Executive Director may recruit, employ and dismiss staff, contractors and consultants necessary to fulfil the agreed activities of the NGO Forum, in accordance with the Action Plan and procedures approved by the NGO Forum.

ARTICLE SEVEN: FINANCE

7.1 BUDGET

- 7.1.1 The annual budget shall be prepared by the NGO FORUM Executive Director, in discussion with project staff and with the assistance of the Treasurer, for presentation to the Management Committee.

7.2 MEMBERSHIP FEES

- 7.2.1 Membership fees are to be paid on the basis of an Organisation's estimated in-country administration and program budget for the current year. Membership fees are to be paid before the close of each calendar year.

7.3 FUNDRAISING

- 7.3.1 All fundraising activities are to be approved by the Management Committee.

7.4 GRANTS AND DONATIONS FROM NON-MEMBER ORGANISATIONS

- 7.4.1 The acceptance of grants or donations, whether in cash or in-kind, shall be subject to guidelines prepared by the Management Committee. The Management Committee has the right to not accept any grant or donation from any source which it feels is inappropriate to the Mission and reputation of the NGO FORUM.

7.5 FINANCIAL REPORTS

- 7.5.1 Quarterly financial reports will be provided to the Management Committee for approval. Copies will be provided to any Member Organisation upon written request to the Management Committee.

7.6 AUDIT

- 7.6.1 The NGO FORUM Executive Director is responsible for arranging a yearly audit of the NGO FORUM accounts. The Auditor will be recommended to the Management Committee by the NGO FORUM Executive Director for approval. The Audit Report and Management Letter shall be submitted to the Management Committee for discussion and follow-up action, and will be provided to any member organization on request.

Notice:

The amendment to the By-Laws at the Annual General Meeting on 20 July 2007 ~~and~~ with the following points:

- ** Change all in the By-Laws from "~~Executive Director~~" to 'Executive Director':
- ** 4.2.9 To meet *regularly, normally once every two months*, to discuss management matters and other issues related to the NGO Forum.
- ** 4.2.10 To attend *special meetings as circumstances require*. Proposed *issue(s)* to be discussed at the *special meeting* should have absolute *majority* of MC members. A quorum of at least four MC members is needed for a *special meeting*.

Witness and Signed of approval on behalf of members by:

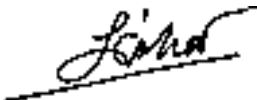
1. The Chairperson of the Annual General Meeting (20 July 2007)



Kim Sereikith

Date: 13/8/07

2. The Chairperson of the Management Committee



Lim Phai

Date: 03-08-





Saibaan Development Organisation

As per the Statutes, "the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources.

The objectives and track record of the applicant²⁸ embody to a substantial extent:

- (i) the conservation of the integrity and diversity of nature; and, either or both;
- (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
- (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN"

[Statutes, Article 7 (b) and (c)]

IMPORTANT: This section will be used to notify IUCN Members of your application and in the documentation submitted to IUCN Council without editing. Please stick to the maximum number of words indicated for each field otherwise part of your text will be cut.

Name of organisation Saibaan Development Organization

Country: Pakistan

Description of your organisation/institution:

Maximum 100 words

Saibaan Development Organization is a national level not for profit, humanitarian and development organization, registered under the Societies Act 1860 in 2000, working in Pakistan and A.J.K. The head office of Saibaan is located in District Mansehra, liaison office in Islamabad and six sub-offices in different parts of Pakistan and A.J.K. Saibaan is working in the partnership of national and international donors and adopted participatory approach of development to synergize efforts and synthesize core competencies of all stakeholders and empower the target community with required social, technical and financial resources to enable them to take charge of their development initiatives. Saibaan is also member of different national and international networks which includes Freshwater Action Network South Asia, Human Resource Development Network, Peoples Health Movement, National Humanitarian Network Pakistan etc.

Mission/Vision of your organisation/institution:

Maximum 100 words

Vision: A prosperous non-discriminative society

Mission: To improve the living conditions and position of the local communities by reducing their vulnerability and providing social justice.

²⁸ These can take many forms, including field action, community involvement, research in the natural and social sciences, policy development, advocacy, legal activities, education and public awareness, and fundraising where these are for purposes in line with the mission of IUCN. While determining the relative importance of an activity is necessarily to some extent subjective, it is here considered that "substantial" can be assessed in terms of the applicant's programme and projects, resource allocations, organisational structures and outputs.

Summary of your organisation's/institution's objectives as they appear in your Statutes / Bylaws / Articles of Association / other statutory document:

Maximum 300 words

- To encourage the communities through the process of social mobilization and enable them to plan, implement, monitor and evaluate development and income generating programs
- To train and motivate people to organize themselves so that they may work to develop their areas on self-reliant basis and attain their basic needs
- To support community based organizations in their projects, upgrading education, health care, income generation and infrastructure as water supply and other development activities
- To create awareness among the village people to solve their problems on self-help basis, utilizing their own resources
- To hold workshops and training programs for development, host and organize meetings and seminars
- To implement and monitors the projects for the attainment of basic needs in underdevelopment and backward areas
- To organize, educate and training women for income generating and community development activities
- To provide material and technical trainings to CBOs to identify, plan, implement and sustain the development work
- To encourage youngster and college/school students to participate in social welfare activities i.e. blood donation, informal teaching, community uplifting projects etc
- To educate and inform individuals about health, sanitation, environmental conservation and community development activities by dissemination of information through publication of newsletters, pamphlets, reports, articles and posters etc
- To establish contacts with developmental organizations both in Pakistan and abroad for sharing knowledge, experience and technology

Achievements: Describe your organisation's/institution's main achievements from the last three years and indicate any IUCN projects in which your organisation has been involved (i.e. successful projects which have already been implemented, etc):

Maximum 500 words

CLIMATE CHANGE and DRR

Climate Change is a crosscutting theme of Saibaan. Over the years, Saibaan has tried to distill essential learning about the Climate change from the vaster reservoirs of knowledge and wisdom of prominent environmentalist. In 2009, Saibaan had hired the services of Mr. Asif, a leading environmentalist of Pakistan to conduct a formal training on "Climate Change" for the staff of Saibaan to make them understand about the causes and effects of climate changes, the training facilitator had highlighted the potential 'clean development measures' Saibaan had to incorporate in designing and planning of project activities in the future course actions.

Following is a list of activities of Saibaan that directly or indirectly contributed in climate change.

- National level trainings on climate change
- Trainings organized for women on kitchen gardening
- Field terraced
- Irrigation channels repaired/constructed
- Provision of improved seeds, fertilizers and toolkit
- Demonstrations plots
- Rehabilitation/construction of water supply systems:
- Hygiene awareness and provision of Hygiene kits
- Schools hygiene clubs formation and their capacity building
- Rehabilitation/construction of sanitation schemes
- Solid Waste Disposal
- Rehabilitation/construction of latrines
- Formation and/or strengthening of CBOs to mobilize & organize communities for the effective management, operation & maintenance of water & sanitation schemes
- Engaging the media to highlight water and sanitation sector problems and issues.
- Rehabilitation/ improvement of Water and sanitation infrastructure in hospitals and schools
- Provision of soap to the students in target schools (20 schools)
- conducting WASH training for teachers and PTCs
- Printing and dissemination of IEC material on WASH for schools (teachers and parents)
- Development of WATA, water treatment training module for the hospitals' staff
- conducting Water treatment training for Hospital staff
- Health and Hygiene sessions at school level
- Formation of Hygiene clubs at school Level and arrange events
- Construction of water storage tanks
- Hygiene promotion
- Health and hygiene sessions at community level
- Awareness raising walks and campaigns on health and sanitation
- Formation of wash improvement groups

Additional questions:

Provide concrete examples of how your organisation contributes to conserving the integrity and diversity of nature:

From very beginning Saibaan focus has been on preserving and conserving nature. In all of its interventions at field level there has been a clear strategy to avoid any damages to nature. Since 2005 earthquake Saibaan has constructed number of infrastructure schemes especially link roads in areas of District Mansehra and Kohistan and engineer always took care of route and preferred route least affecting the bio diversity, loss of trees and landscape etc. Saibaan has also organized various training on climate change and environmental stability for its staff and communities.

[IUCN's Sustainable Use Policy](#) is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. Does your organisation have a position about sustainable use? If so, please give details. If available in your organization, please provide concrete examples of how your organisation advances the sustainable and equitable use of resources.

Saibaan tries to ensure in all of its programs that the utilization of natural resources is sustainable. In its ongoing projects Saibaan is focusing on introducing organic farming practices in the communities. The farmers are being provided trainings on organic farming, utilization of organic fertilizers instead of chemical fertilizers, preparation of seed at local level instead of using hybrid seeds etc. The plantation of trees through tree plantation campaigns is a continuous process in Saibaan programs.

Does your organisation carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources? If so, please specify.

NO

Is your organisation committed to engage in a respectful and collegial way with other Members of IUCN?

Yes

Map the activities of your organisation against the IUCN Programme 2017-2020²⁹ results that IUCN Programme Areas aim to have a positive impact on:

- 1: Valuing and conserving nature**
The activities of your organisation ensure that the conservation status of biodiversity is enhanced.
- 2: Promoting and supporting effective and equitable governance of natural resources**
The activities of your organisation ensure that IUCN's work on people-nature relations, rights and responsibilities and the political economy of nature is consolidated.
- 3: Deploying nature-based solutions to address societal challenges**
The activities of your organisation address the global challenges (climate change, food, development) through the use of nature-based solutions.

Reason for joining IUCN

- To share knowledge
- To network/establish partnerships
- To influence the environmental policy
- Other:

Maximum 50 words

Saibaan is a learning organization, we learn from our own working experiences, experience of partner organizations, representatives of donor agencies, the management of Saibaan is willing to distill essential learning from the vast reservoirs of the knowledge and wisdom of the professionals of IUCN to meet the up coming challenges at the area of development, Eco System and Climate Change etc.

²⁹ The IUCN Programme 2017-2020 identifies three Programme Areas (Valuing and Conserving Nature, Promoting and supporting effective and equitable governance of nature's use, Deploying nature-based solutions to address societal challenges in climate, food, development) and a related set of thematic results. These Areas target critical issues that need to be addressed to tackle the conservation challenges of today and tomorrow, and to reflect the lessons we have learned in the implementation of previous programmes of work. To read more about the IUCN Programme, please consult our website: <https://www.iucn.org/secretariat/about/programme-work-and-reporting/programme>

Assessment form for membership applications

GA: Government agency

IN: International non-governmental organisation

NG: National non-governmental organisation

IP: Indigenous peoples' organisations

AF: Affiliates

NC: National/Regional Committee

CL: Councillor

RO: Regional office

Applicant category and ID number:	NG 25791
Organisation name (original):	Saibaan Development Organization
Organisation name (in English¹):	
Country/territory/State and Statutory Region:	Pakistan / South and East Asia
To be presented for admission on/in: (by MU)	October 2018

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?	
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web	Yes –no - n/a		
Art. 5b	Forms part of the State Machinery	x					x (for GA only)						n/a	
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x		x (for IN/NG/Univ. only)						Yes	
Art. 5f	Shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities <i>[applicant's statutes/incorporation doc.]</i>					x	x (for IP only)						n/a	
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	x	x	x	x	x	x				✓		Yes	
Art. 7b	Has one of its central purposes to achieve IUCN's objectives around nature conservation (described in Art. 2) <i>[applicant's statutes]</i>	x	x	x	x	x	x				✓		?	social target but also with conservation activities
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	x	x	x	x	x	x				✓		?	
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both⁵:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	x	x	x	x	x	x				✓		Yes	

¹ This should be the official existing translation or an agreed translation as provided by a reliable translator. MFPs should check that the translation is accurate. UDG can assist with the translation of the name if necessary.

² Relevant National Committees or Regional Committees, if any, Regional Offices and regional Councillors will be requested to answer a set of questions to confirm that the applicant meets with IUCN requirements.

³ Universities are part of the NG category, but have to fulfil slightly different criteria.

⁴ GA/IN/NG/IP wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG/IP respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

⁵ Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web		
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	x	x	yes	x	x	x			✓	✓	Yes	
Additional questions set by GCC	1) Contributes to conserving the integrity and diversity of nature.		x	x	x	x	x			✓	✓	Yes	
	2) Confirms that the IUCN's Sustainable Use Policy is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. The applicant confirms its position on sustainable use and concrete examples are provided.		x	x	x	x	x			✓	✓	Yes	
	3) Has a substantial record of activity in the conservation of nature <i>[Achievements section of application form]</i>		x	x	x	x	x			✓	✓	?	
	4) Does not carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources.		x	x	x	x	x			✓	✓	Yes	
	5) Confirms that it is committed to engage in a respectful and collegial way with other Members of IUCN?		x	x	x	x	x			✓	✓	Yes	
Reg. 5a(i) Reg. 5b(i) Reg. 5bis(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)			✓	✓	Yes	
Reg. 5a(ii) Reg. 5b(ii) Reg. 5bis(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)			✓	✓	Yes	
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁶ <i>[applicant's statutes]</i>		x	x			x (for IN/NG only)			✓	✓	Yes	

⁶ Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?	
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web			
Reg. 5b (iv) Reg. 5bis(iii)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				X	X	X (for Univ. only)						n/a	
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁷ <i>[applicant's statutes]</i>		X	X			X (for IN/NG only)			✓	✓		Yes	
Reg. 5b (iii)	Is an academic or professional entity of high standing				X		X (for Univ. only)						n/a	
Reg. 5bis(iv)	Has, as its primary constituency, indigenous peoples <i>[applicant's statutes]</i> .						X (for IP only)						n/a	
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁸ <i>[Application Form > Mission, Objectives and Activities]</i>		X				X (for IN only)						n/a	
Reg. 6d	Board is open to nationals from at least two States ⁹ <i>[applicant's statutes]</i>		X				X (for IN only)						n/a	

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 4	Authorization to adhere to IUCN Statutes, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X				X (for GA only)	n/a	
Reg. 7, 9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X	X	X	X	X	Yes	

⁷ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation, and/or its Board, fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

⁸ Means that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have a Headquarter and two or more outposted countries offices reporting back to it. Outposted staff based or hosted in partner organisations in other countries cannot be considered as outposted offices.

⁹ The Organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 8	Letters of endorsement (min. 2) from IUCN Members in good standing ¹⁰ or from IUCN National/Regional Committees or from IUCN Councillors or Honorary Members <i>(providing that there are no conflict of interest for the last two groups¹¹)</i> : 1) NG/25352 Institute of Rural Management 2) NG/25385 Legends Society <i>(if letters come from IUCN Members, indicate Member ID, name of org, country)</i>		X	X		X (for NG/IN/IP only)	Yes	
	Statutes/Bylaws/Constitution document(s) received		X	X	X	X (for NG/IN/IP only)	Yes	
	Financial report validating operational expenditures of USD ¹² 44'500 received		X	X	X		Yes	
Reg. 10	Deposit of CHF ¹³ : 441.49 processed on through Regional office <i>(by MFP)</i> Received at HQ on: 10.7.2018 <i>(by MU)</i>	X	X	X	X	X	Yes	
<i>MU process</i>	Assessment form completed <i>(by MFP) and checked by MU</i>	X	X	X	X	X	Yes	
<i>MU process</i>	Relevant IUCN Programme/country office staff do not have any particular issues with the applicant <i>(by MFP)</i>	X	X	X	X	X	Yes	
<i>MU process</i>	Organisation, application form and documents entered in CRM <i>(by MFP) [!! CHECK: original and English name, website, text length for description, mission, objectives and achievements]</i>	X	X	X	X	X	Yes	

MFP/UDG comments

Completed on: 13 July 2018

by: Raj Kumar

¹⁰ "In good standing" means that the Member has paid all of its outstanding membership dues up to and including the year preceding the date when Council considers the application. It is the responsibility of the applicant to find endorsers.

¹¹ When letters of endorsement are submitted by IUCN Councillors or Honorary Members, any formal or informal relationships with the applicant must be detailed and disclosed at the time of endorsement. Letters of endorsement shall indicate that the seconder knows well the applicant organisation and its activities and therefore can confirm to IUCN that the applicant meets all the requirements prescribed in the IUCN Statutes and Regulations to be accepted as an IUCN Member. Letters of endorsement should address the set of questions approved by GCC.

¹² Operational expenditure is considered as annual and recurring expenses (staff salaries, building rental, administration costs, etc).

¹³ Deposit equals the first year of Membership dues. Once the applicant is admitted, the deposit will be re-calculated pro-rata based on the Member admission date, and the difference carried forward. If not admitted, the deposit will be refunded.

Ref. No. LS/2018/1212

Date 13th July 2018

Dr. Enrique J. Lahmann
Global Director
Union Development Group
IUCN (International Union for Conservation of Nature)
28 rue Mauverney
CH-1196 Gland
Switzerland

Subject: Recommendation Letter for Saibaan

Dear Dr. Lahmann,

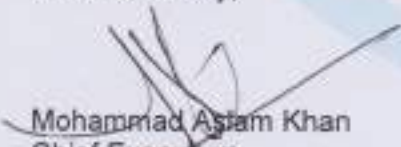
This is to inform you that Saibaan Development Organization is one of the prominent organizations working in Khyber Pakhtoonkhwa and Azad Jammu and Kashmir.

Saibaan has done a commendable work in the areas of poverty alleviation, health care, education and environment. The addition of Saibaan Development Organization in the IUCN membership will strengthen the base of IUCN in Pakistan.

I strongly recommend Saibaan for the IUCN membership.

Thanking you,

Yours sincerely,


Mohammad Aslam Khan
Chief Executive

July 6, 2018

TO WHOM IT MAY CONCERN

It is stated that Saibaan Development Organization is one of the prominent organizations working in Khyber Pakhtunkhwa and Azad Jammu And Kashmir. Saibaan has a good track record of working with communities on different social issues since its inception in 1999. Recently, Saibaan Development Organization has applied for membership of IUCN Pakistan.

We strongly recommend Saibaan for IUCN membership.

Warm Regards


Samia Imran
Head of Services



FORM OF THE MEMORANDUM OF ASSOCIATION,

(Name of Society)

(Registered under Act XXI of 1860)

MEMORANDUM OF ASSOCIATION.

1. The name of Society is:-- SIBGAN DEVELOPMENT ORGANIZATION
2. The Registered Office of the Society is situated at Wama Masjid,
Kaori, Ferozshah, DAB #1, Tanzeem in the Province of N.-W.F.P.
3. The objects (must be Literary, Scientific, Charitable, etc.) of which the Society is established are:
 - a. Prosy Alliasia
 - b. Health Care
 - c. Education
 - d. Environment etc
4. The names, address and descriptions of the present Members of the Executive Committee (or Governing body) are:--

Name	Address	Description
1. <u>Shahzad Jawad</u>	<u>DAB #1 Tanzeem</u>	<u>Chairman - BOB</u>
2. <u>Khusroo Dhillon</u>	<u>Mohd Cha Bahadur</u>	<u>Member</u>
3. <u>Dhillon M. Gajin</u>	<u>Lahor Banda Tanzeem</u>	<u>Member</u>
4. <u>Camran Ali</u>	<u>Dab #1 Tanzeem</u>	<u>Member</u>
5. <u>Nazan Ali</u>	<u>Dab #1 Tanzeem</u>	<u>Member</u>
6. <u>T. Hafeez Khan</u>	<u>Ahlan Khan Road</u>	<u>Member</u>
7. <u>Saud Asad Khan</u>	<u>Khanwaji Tanzeem</u>	<u>Member</u>

We, the undersigned, are desirous of forming a Society in pursuance of this Memorandum of Association.

Signature	Address and Description of Signatory	Name, address and description of Witnesses.
1. <u>[Signature]</u>	<u>Dab #1 Tanzeem</u> <u>Chairman BOB</u>	<u>Rohan Iqbal</u>
2. <u>[Signature]</u>	<u>Mohd Cha Bahadur</u> <u>Member BOB</u>	<u>Mohd Saad Ahmad Khan</u>
3. <u>[Signature]</u>	<u>Lahor Banda Tanzeem</u>	<u>[Signature]</u>
4. <u>[Signature]</u>	<u>Dab #1 Tanzeem</u>	<u>Saifullah Saif</u>
5. <u>[Signature]</u>	<u>Dab # Tanzeem</u>	<u>Ahlan Khan Road Tanzeem</u>
6. <u>[Signature]</u>	<u>Ahlan Khan Road</u>	<u>[Signature]</u>
7. <u>[Signature]</u>	<u>Khanwaji Tanzeem</u>	<u>[Signature]</u>

Dated this day of 5/4/2002

[Signature]
Registrar
Joint Sect

SAIBAAN DEVELOPMENT ORGANIZATION

Memorandum of Association

Name: Name of the society is Saibaan Development Organization.

Registered Office: Registered Office of the society is situated at Ummer Manzil, Dab # 1, Mansehra. However the registered office may be shifted to any other location and new office may be established as per decision and approval of the Board of Governors.

Area of Operation: Area of operation for Saibaan will be the whole of N-W.F.P Province.

Introduction: Saibaan Development Organization has been set up by individuals who feel that people at grass root level should be directly involved in planning and implementation of policies and programs for community uplifting.

Goal: To induce sustainable development in rural areas through increase in income, livelihood security, awareness, health and self-reliance of the target people.

Objectives: Following are the objectives of Saibaan;

- To encourage the communities through the process of social mobilization and enable them to plan, implement, evaluate; development and income generating programs.
- To train and motivate people to organize themselves, so that they may work to develop their areas on self-reliant basis and attain their basic needs.
- To support community based organizations (CBOs) in their projects, upgrading education, health care, income generation and infrastructure as water supply and other development activities.
- To create awareness among the village people to solve their problems on self-help basis, utilizing their own resources.
- To hold workshops and training programs for development, host and organize meetings and seminars.
- To implement and monitor the projects for the attainment of basic needs in underdeveloped and backward areas.
- To educate train and organize women for income generating and community development activities.
- To provide managerial and technical training to CBOs to identify, plan- implement and sustain their own development works.
- To encourage youngsters and college students to participate in social welfare activities i-e blood donation, informal teaching, community uplifting projects etc.
- To educate and inform individuals about health, sanitation, environmental conservation and community development activities by dissemination of information through publication of newsletters, pamphlets, reports, articles and posters etc
- To establish contacts with development organization both In Pakistan and abroad for sharing knowledge, experience and technology,





Applicant's Mission, Objectives and Activities

(for all categories)

As per the Statutes, “the applicant has as one of its central purposes the achievement of IUCN’s objectives and a substantial record of activity in the conservation of nature and natural resources.

The objectives and track record of the applicant²⁶ embody to a substantial extent :

- (i) the conservation of the integrity and diversity of nature; and, either or both:
- (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
- (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN”

[Statutes, Article 7 (b) and (c)]

IMPORTANT: This section will be used to notify IUCN Members of your application and in the documentation submitted to IUCN Council without editing. Please stick to the maximum number of words indicated for each field otherwise part of your text will be cut.

Name of organisation Thinking Animals, Inc.

Country: USA

Description of your organisation/institution:

Maximum 100 words

Thinking Animals United is a communications, advocacy and coalition-building organization whose purpose is to galvanize world-wide support for the care, protection and conservation of other species.

- We accomplish our goals by unifying and amplifying the voices of other organizations;
- We work across multiple sectors, bringing together diverse groups upon which our treatment of other species has an impact;
- We mobilize global action through our work at the United Nations (UN), our Rethinking Animals Summits, and the development of public information media campaigns.

Mission/Vision of your organisation/institution:

Maximum 100 words

Our vision is for a world in which animals are respected and considered equal stakeholders in our future.

²⁶ These can take many forms, including field action, community involvement, research in the natural and social sciences, policy development, advocacy, legal activities, education and public awareness, and fundraising where these are for purposes in line with the mission of IUCN. While determining the relative importance of an activity is necessarily to some extent subjective, it is here considered that “substantial” can be assessed in terms of the applicant’s programme and projects, resource allocations, organisational structures and outputs.

Summary of your organisation's/institution's objectives as they appear in your Statutes / Bylaws / Articles of Association / other statutory document:

Maximum 300 words

Thinking Animals, Inc has been established to foster a deeper understanding by the general public of the evolutionary bond between humans and other animals. This will be done through the development of lectures and symposia in cities around the country, beginning in New York City. These lectures/symposia will focus on current scientific advances in the understanding of animal behavior, cognition and intelligence. Additionally, their purpose will be to educate the public regarding issues impacting animal welfare, conservation and protection by providing opportunities for an interdisciplinary dialogue between scientists and the community at large. Thinking Animals, Inc. may also provide scholarship funds to assist students involved in this work to continue their studies.

Achievements: Describe your organisation's/institution's main achievements over the last three years and indicate any IUCN projects, involving IUCN Members or not, in which your organisation has been involved (i.e. projects which have already been implemented, etc).

Maximum 500 words

Thinking Animals United is the first organization to bring comprehensive and urgently needed attention to the consequences of our treatment of other animals on Human Health, Global Security, National Economies, Environmental Sustainability, and Individual Happiness to the public. Last May, the Rethinking Animals Summit 2017 united 42 speakers, including marine & wildlife conservationists, farm animal advocates, business leaders, entrepreneurs, government officials, environmentalists, health-care and religious leaders with the public to address these issues and share innovative solutions that are currently being developed. We will continue this in 2019.

In February, 2017 Thinking Animals United was invited to participate in the NGO Major Group at the United Nations to ensure that animals have a voice in the implementation of the 2030 Global Agenda for Sustainable Development. We contributed position briefs on the importance of considering the care, protection and conservation of animals in the implementation of Goals (SDGs) #1 (Ending Poverty), #2 (Ending Hunger), #3 (Ensuring Good Health), #5 (Achieving Gender Equality), #9 (Sustainable Infrastructure), and #14 (Protecting Oceans) in anticipation of the HLPF at the United Nations in July 2017 at which 42 Member States presented their plans for implementing the above-mentioned SDGs to the United Nation's Economic and Social Council (ECOSOC).

We have created a coalition of nearly 40 other international advocacy and conservation organizations in an Animal Issues Thematic Cluster which is recognized both in the NGO Major Group and at the UN ECOSOC. Its purpose is to mobilize global recognition of the critical importance of other species to the successful implementation of the UN 2030 Global Agenda for Sustainable Development as laid out in the 17 SDGs. Included in this group is Peace International and The International Action Network on Small Arms. We will be adding more religious groups, women's groups, film groups and indigenous groups in an effort to represent the multitude of cross sectoral stakeholders in issues related to animal welfare, and wildlife and marine conservation.

This summer at the High Level Political Forum (HLPF) 48 countries will present their implementation plans to the Economic and Social Council (ECOSOC) for SDGs #6 (Clean water), SDG #7 (Clean Energy), SDG #11 (Communities/Cities), SDG #12 (Responsible Consumption), and SDG #15 (Life on Land). We have submitted position papers on all and published a blog on the ECOSOC website in anticipation of the review of these SDGs. We have just finished a website for the AITC.

At the 2018 HLPF, ECOSOC has allowed the AITC to both hold a poster session and a reception in the main UN building. For these we have created hand-outs (book marks and brochure) and a power point slide presentation for the 60' screen they are providing.

Additional questions:

Provide concrete examples of how your organisation contributes to conserving the integrity and diversity of nature:

In 2017 Thinking Animals United founded a thematic cluster within the NGO Major Group at the United Nations. The Animal Issues Thematic Cluster is a coalition for the care, protection and conservation of other species world-wide. We now have 35 members from around the world and contribute to the 2030 Global Agenda for Sustainable Development through contributing position papers on the Sustainable Development Goals (SDGs) which have been incorporated into civil society policy positions, and are participating in the High Level Political Forums (HLPFs).

[IUCN's Sustainable Use Policy](#) is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. Does your organisation have a position about sustainable use? If so, please give details. If available in your organization, please provide concrete examples of how your organisation advances the sustainable and equitable use of resources.

YES We use recycleable plastic, sustainable materials for serviceware (bamboo) and serve only vegan/plant-based food. We try personally to create the smallest carbon footprint possible. We recycle all materials.

Does your organisation carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources? If so, please specify.

NO

Is your organisation committed to engage in a respectful and collegial way with other Members of IUCN?

YES

Map the activities of your organisation against the *IUCN Programme 2017-2020*²⁷ results that IUCN Programme Areas aim to have a positive impact on:



1: Valuing and conserving nature

The activities of your organisation ensure that the conservation status of biodiversity is enhanced.



2: Promoting and supporting effective and equitable governance of natural resources

The activities of your organisation ensure that IUCN's work on people-nature relations, rights and responsibilities and the political economy of nature is consolidated.



3: Deploying nature-based solutions to address societal challenges

The activities of your organisation address the global challenges (climate change, food, development) through the use of nature-based solutions

²⁷ The *IUCN Programme 2017-2020* identifies three Programme Areas (Valuing and Conserving Nature, Promoting and supporting effective and equitable governance of nature's use, Deploying nature-based solutions to address societal challenges in climate, food, development) and a related set of thematic results. These Areas target critical issues that need to be addressed to tackle the conservation challenges of today and tomorrow, and to reflect the lessons we have learned in the implementation of previous programmes of work. To read more about the IUCN Programme, please consult our website: <https://www.iucn.org/secretariat/about/programme-work-and-reporting/programme>

Reason for joining IUCN

- To share knowledge**
- To network/establish partnerships**
- To influence the environmental policy**
- Other:**

Maximum 50 words

To gain knowledge and learn how we can assist at an even deeper level.

Assessment form for membership applications

GA: Government agency

IN: International non-governmental organisation

NG: National non-governmental organisation

IP: Indigenous peoples' organisations

AF: Affiliates

NC: National/Regional Committee

CL: Councillor

RO: Regional office

Applicant category and ID number:	NG 25779
Organisation name (original):	Thinking Animals, Inc
Organisation name (in English¹):	Thinking Animals, Inc
Country/territory/State and Statutory Region:	United States of America, North America and the Caribbean
To be presented for admission on/in: (by MU)	October 2018

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?		
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web	Yes –no - n/a			
Art. 5b	Forms part of the State Machinery	x					x (for GA only)							N/A	
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x		x (for IN/NG/Univ. only)							Yes	
Art. 5f	Shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities <i>[applicant's statutes/incorporation doc.]</i>					x	x (for IP only)		x	x	x			N/A	
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	x	x	x	x	x	x		x	x	x			?	
Art. 7b	Has one of its central purposes to achieve IUCN's objectives around nature conservation (described in Art. 2) <i>[applicant's statutes]</i>	x	x	x	x	x	x		x	x	x			Yes	
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	x	x	x	x	x	x		x	x	x			Yes	
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both⁵:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	x	x	x	x	x	x		x	x	x			?	seem to minimize impact of consumption of natural resources

¹ This should be the official existing translation or an agreed translation as provided by a reliable translator. MFPs should check that the translation is accurate. UDG can assist with the translation of the name if necessary.

² Relevant National Committees or Regional Committees, if any, Regional Offices and regional Councillors will be requested to answer a set of questions to confirm that the applicant meets with IUCN requirements.

³ Universities are part of the NG category, but have to fulfil different criteria.

⁴ GA/IN/NG/IP wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG/IP respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

⁵ Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web		
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	x	x	yes	x	x	x		x	x	x	Yes	
Additional questions set by GCC	1) Contributes to conserving the integrity and diversity of nature.		x	x	x	x	x		x	x	x	Yes	
	2) Confirms that the IUCN's Sustainable Use Policy is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. The applicant confirms its position on sustainable use and concrete examples are provided.		x	x	x	x	x		x	x	x	?	seem to minimize impact of consumption of natural resources
	3) Has a substantial record of activity in the conservation of nature <i>[Achievements section of application form]</i>		x	x	x	x	x		x	x	x	?	
	4) Does not carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources.		x	x	x	x	x		x	x	X	?	
	5) Confirms that it is committed to engage in a respectful and collegial way with other Members of IUCN?		x	x	x	x	x		x	x	x	Yes	
Reg. 5a(i) Reg. 5b(i) Reg. 5bis(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		x	x	x	x	x (for IN/NG/Univ. only)			x	x	Yes	
Reg. 5a(ii) Reg. 5b(ii) Reg. 5bis(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x	x	x (for IN/NG/Univ. only)			x	X	Yes	
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁶ <i>[applicant's statutes]</i>		x	x			x (for IN/NG only)			x	x	Yes	

⁶ Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

Ref	Requirement / admission criteria	What needs to be checked by category						Due diligence checks ²				Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
		GA	IN	NG	Univ. ³	IP	AF ⁴	NC	CL	RO	Web		
Reg. 5b (iv) Reg. 5bis(iii)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				X	X	X (for Univ. only)			X	X	N/A	
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁷ <i>[applicant's statutes]</i>		X	X			X (for IN/NG only)			X	X	Yes	
Reg. 5b (iii)	Is an academic or professional entity of high standing				X		X (for Univ. only)					N/A	
Reg. 5bis(iv)	Has, as its primary constituency, indigenous peoples <i>[applicant's statutes]</i> .					X	X (for IP only)					N/A	
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁸ <i>[Application Form > Mission, Objectives and Activities]</i>		X				X (for IN only)					N/A	
Reg. 6d	Board is open to nationals from at least two States ⁹ <i>[applicant's statutes]</i>		X				X (for IN only)					N/A	

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 4	Authorization to adhere to IUCN Statutes, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X				X (for GA only)	N/A	
Reg. 7, 9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of the Organisation <i>[Application Form, page 14-15, signature page]</i>	X	X	yes	X	X	Yes	

⁷ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation, and/or its Board, fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

⁸ Means that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have a Headquarter and two or more outposted countries offices reporting back to it. Outposted staff based or hosted in partner organisations in other countries cannot be considered as outposted offices.

⁹ The Organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a	
Reg. 8	Letters of endorsement (min. 2) from IUCN Members in good standing ¹⁰ or from IUCN National/Regional Committees or from IUCN Councillors or Honorary Members (<i>providing that there are no conflict of interest for the last two groups</i> ¹¹): 1) NG/25609 National Whistleblower Center United States 2) IN/25534 The Born Free Foundation, United Kingdom (if letters come from IUCN Members, indicate Member ID, name of org, country)		x	Yes	x	x (for NG/IN/IP only)	Yes	
	Statutes/Bylaws/Constitution document(s) received		x	Yes	x	X (for NG/IN/IP only)	Yes	
	Financial report validating operational expenditures of USD ¹² \$78,259.98 received		x	Yes	x		Yes	
Reg. 10	Deposit of CHF ¹³ : 445 processed on _____ by _____ credit card / bank transfer / cheque / through Regional office (by MFP) Received at HQ on: _____ (by MU)	x	x	yes	x	x	Yes	
MU process	Assessment form completed (by MFP) and checked by MU	x	x	Yes	x	x	Yes	
MU process	Relevant IUCN Programme/country office staff do not have any particular issues with the applicant (by MFP)	x	x	Yes	x	x	Yes	
MU process	Organisation, application form and documents entered in CRM (by MFP) [!! CHECK: original and English name, website, text length for description, mission, objectives and achievements]	x	x	yes	x	x	Yes	

MFP/UDG comments

Completed on: July 16, 2018

by: Deborah Good / Fleurange Gilmour

¹⁰ "In good standing" means that the Member has paid all of its outstanding membership dues up to and including the year preceding the date when Council considers the application. It is the responsibility of the applicant to find endorsers.

¹¹ When letters of endorsement are submitted by IUCN Councillors or Honorary Members, any formal or informal relationships with the applicant must be detailed and disclosed at the time of endorsement. Letters of endorsement shall indicate that the seconder knows well the applicant organisation and its activities and therefore can confirm to IUCN that the applicant meets all the requirements prescribed in the IUCN Statutes and Regulations to be accepted as an IUCN Member. Letters of endorsement should address the set of questions approved by GCC.

¹² Operational expenditure is considered as annual and recurring expenses (staff salaries, building rental, administration costs, etc).

¹³ Deposit equals the first year of Membership dues. Once the applicant is admitted, the deposit will be re-calculated pro-rata based on the Member admission date, and the difference carried forward. If not admitted, the deposit will be refunded.

3238 P STREET, N.W. WASHINGTON, D.C. 20007 | 202.342.1903 | WWW.WHISTLEBLOWERS.ORG

National Whistleblower Center
3238 P St NW
Washington, D.C. 20007
sh@whistleblowers.org
www.whistleblowers.org

July 5, 2018

IUCN
1630 Connecticut Ave NW
Washington, D.C. 20009

Re: Endorsement for Rethinking Animals United

Dear IUCN Colleagues:

I am pleased to endorse the application for Thinking Animals United, based in New York as an IUCN NGO member.

I have worked with Bonnie Wyper, the President and Co-Founder of Thinking Animals United since I headed the Wildlife Crime Tech Challenge, a global initiative of USAID in partnership with National Geographic, the Smithsonian and TRAFFIC, designed to source, reward and support innovative science and technology solutions to prevent wildlife trafficking. She was a wonderful collaborator of the Challenge. She attended the IUCN WCC in Hawaii and I worked with her on the Re-thinking Animal Summit in New York that she organized in May of 2017.

I have continued to collaborate with Bonnie and Thinking Animals United post the Challenge as I lead development of the National Whistleblower Center's global whistleblowers program. She is keenly interested in engaging with IUCN, including as she plans a new Summit. Currently she is heavily involved in the UN High Level Political Forum on the SDGs.

I have helped Bonnie connect to a number of IUCN members and I know that she and Thinking Animals United will be a significant new and innovative member of IUCN. I am soon to join their Board.

Sincerely,



Scott A. Hajost
Managing Director, Global Wildlife Whistleblower Program
National Whistleblower Center



Born Free Foundation

Broadlands Business Campus
Langhurstwood Road
Horsham
West Sussex
RH12 4QP
United Kingdom

01403 240170

info@bornfree.org.uk

www.bornfree.org.uk

Charity No 1070906

27th June 2018

To Whom It May Concern:

Dear Sir/Madam,

It is my pleasure to write a letter in support of Thinking Animals United's application for IUCN membership.

The IUCN is an organisation that does and should welcome organisations committed to the protection, care and conservation of wildlife and nature, and embrace the diversity of views among such organisations.

Thinking Animals United meets all the criteria required for membership. It is dedicated to better understanding other species and inspiring a unified commitment to animal protection. It has consistently demonstrated its engagement towards animal protection and conservation through its efforts to bring animal-related issues and the dire situation facing many species to the attention of the public and policymakers.

In 2017, Thinking Animals United hosted a summit bringing together an assembly of science, health, business, conservation, animal welfare, security and ethics leaders and concerned citizens. This high-level event successfully stimulated discussions on the sustainable actions that are necessary to create a healthy and humane future that includes the protection of all species.

Thinking Animals United counts among its staff committed wildlife protectionists, educators and conservationists with a wide range of academic and campaigning credentials. There is absolutely no doubt that Thinking Animals United's membership will enhance the work of IUCN, and further broaden the discussions and debates on key issues within the Union, which all members should embrace.

Born Free Foundation strongly supports Thinking Animals United's application and encourages all members to vote in favour.

Sincerely,

Will Travers OBE
President

BY-LAWS OF THINKING ANIMALS, INC.

**ARTICLE I
NAME**

The name of the corporation is Thinking Animals, Inc. (the "Corporation" or "Thinking Animals").

**ARTICLE II
MISSION**

Thinking Animals, Inc has been established to foster a deeper understanding by the general public of the evolutionary bond between humans and other animals. This will be done through the development of lectures and symposia in cities around the country, beginning in New York City. These lectures/symposia will focus on current scientific advances in the understanding of animal behavior, cognition and intelligence. Additionally, their purpose will be to educate the public regarding issues impacting animal welfare, conservation and protection by providing opportunities for an interdisciplinary dialogue between scientists and the community at large. Thinking Animals, Inc. may also provide scholarship funds to assist students involved in this work to continue their studies.

**ARTICLE III
MEMBERS**

The members of the Corporation shall be those persons who are Directors of the Corporation.

**ARTICLE IV
OFFICE AND BOOKS**

Section 4.1 Principal Office

The principal office of the Corporation shall be located in the City of New York. State of New York.

Section 4.2 Other Offices

The Corporation may also have offices at such other places as the Board of Directors may from time to time determine or the business of the Coalition may require.

Section 4.3 Books and Records

Correct books of account of the activities and transactions of the Corporation. including the minute book, shall be kept at the principal office of the Corporation.

**ARTICLE V
BOARD OF DIRECTORS**

Section 5.1 Number

The number of Directors constituting the entire Board after the first annual meeting of the Board of Directors shall be not less than three (3) and not more than twenty-one (21) persons. Subject to such minimum, the number of directors on the Board of Directors may be Increased or decreased from time to by resolution of the Board of Directors, but such action by the Board shall require a vote by a majority of the entire Board.

Section 5.2 Powers and Duties

The Board of Directors shall have general power to control and manage the affairs and property of the Corporation subject to applicable law and in accordance with the purposes and limitations set forth in the Certificate of Incorporation and herein. To aid in the discharge of its duties, the Board of Directors may retain and discharge such advisors and consultants as may be necessary or helpful to the Corporation.

Without limitation to the Board's powers and duties, the Board of Directors shall:

- (a) Elect from among its members by a majority vote of the entire Board (i) one Director to serve as the chairperson ("Chairperson of the Board") who shall preside at meetings of the Board and (ii) other Directors to serve in other offices of the Board of Directors as the Board may from time to time deem necessary.
- (b) Direct the President and Treasurer of the Corporation to present at least annually at a meeting of the Board a financial report, verified by the President and Treasurer or certified by an independent public accountant or certified public accountant or a firm of such accountants.

This report shall be filed with the records of the Corporation and a copy or abstract thereof entered in the minutes of the meeting of the Board at which it is presented.

Section 5.3 Elections

The Directors shall be elected at least annually at a meeting of the Board of Directors. To become a Director, a person shall be nominated by an existing Director and elected by an affirmative vote of a majority of those present in person or by proxy at a meeting.

Any newly created directorships and any vacancies on the Board of Directors arising at any time and from any cause may be filled at any meeting of the Board of Directors by an affirmative vote of the majority of the Directors then in office, regardless of their number.

Section 5.4 Terms of Office

Except as otherwise provided directorships shall reflect 2 classes of one and two year terms respectively, to be comprised of equal numbers of board directors so nominated at each formal meeting of the Board. No class shall be comprised of more than 50% of the total number of directors. In the event of an uneven number of directorships created by the additional nominations, such newly appointed director shall be nominated initially to serve in the one year class. In the event of removal or resignation of any existing director, such open directorship position shall be filled by an appointed or elected board member to serve out the remaining term.

Section 5.5 Removal

Any Director may be removed at any time with or without cause by a vote of Directors then in office only at a regular meeting or special meeting of the Board called for that purpose provided that no less than two-thirds of the entire number of Directors then in office are present at such meeting; provided further that at least one week's notice of the proposed action shall have been given to the entire Board of Directors then in office.

Section 5.6 Resignation

Any Director may resign at any time by giving written notice of such resignation to the Board or the President of the Corporation. A Director's resignation is effective upon its receipt by the President of the Corporation or Chairperson of the Board.

Section 5.7 Compensation

No compensation of any kind shall be paid to any Director for the performance of his or her duties as Director. Subject to Section 5.11 below, this shall not in any way limit reimbursement of or payment for services provided to the Corporation by the Director in any capacity separate from his or her responsibilities as a Director, provided that there is full disclosure of the terms of such compensation and the arrangement has been approved by the Board. The provisions of this section

shall not in any way limit reimbursement of or payment for services provided to the Corporation by any organization with which a Director is affiliated.

Section 5.8 Meetings

Meetings of the Board may be held at any place within or without the State of New York as the Board may from time to time fix.

The Board shall meet at least once annually at a time and place fixed by the Board.

Special meetings of the Board shall be held whenever called by the Chairperson of the Board or the President of the Corporation or upon a written demand of not less than six (6) members of the Board of Directors. In each case at such reasonable time and place as shall be fixed by the person or persons calling the meeting and subject to compliance with the requirements of Section 5.9 of these By-Laws.

Section 5.9 Notice of Meetings

The Coalition shall transmit to each Director such notice of the time and place of every regular and special meeting of the Board as is reasonable under all the circumstances.

Section 5.10 Quorum and Voting

(1) When the Board has between three and six members, the quorum shall be at least one-half of the entire number of Directors. When the Board has between seven and fifteen members the quorum shall be at least one-third of the entire number of Directors. When the Board has more than fifteen members, the quorum shall be at least five Directors plus one additional Director for every ten members in excess of fifteen, and in any event no less than six.

(2) Except as otherwise provided by statute or by these By-Laws, the affirmative vote of a majority of the Directors present at the time of the vote, if a quorum is present, shall be the act of the Board. When a quorum is once present to organize a meeting, it is not broken by the subsequent departure of any Directors. If at any meeting of the Board there shall be less than a quorum present, the Directors may adjourn the meeting until a quorum is obtained.

(3) Any member of the Board or any committee thereof may participate in any meeting of such Board or committee by means of a conference telephone or other communication equipment allowing all persons to participate simultaneously in the meeting. Participation by such means shall constitute presence in person at a meeting.

Section 5.11 Conflicts of Interest

The Conflict of Interest Policy attached hereto and incorporated by reference herein shall apply to all transactions and activities of the Board.

Section 5.12 Action by the Board

Any action required under applicable law to be taken by the Board or any committee thereof may be taken without a meeting if all members of the Board or the committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the members of the Board or committee shall be filed with the minutes of the proceedings of the Board or committee.

Section 5.13 Fiscal Responsibility of the Board

Each director shall be responsible to give or get financial resources with a minimum of either \$2,500 in direct contributions annually or in procuring a contribution from other individuals, corporations, through fundraising or in-kind donations. For these purposes, an in-kind donation shall be considered a gift of goods and/or services which we would have to otherwise purchase if it had not been donated.

ARTICLE VI OFFICERS, EMPLOYEES AND AGENTS

Section 6.1 Officers of the Corporation

The Officers of the Corporation shall be a President, a Secretary, a Treasurer and such other Officers, if any, as the Board may from time to time appoint. One person may hold more than one office in the Corporation, except that no one person may hold the offices of President and Secretary. The President shall be a member of the Board of Directors. With the exception of the President of the Corporation, the Officers of the Corporation may, but need not, be members of the Board.

Section 6.2 Election and Term of Office

The Officers of the Corporation **may** be elected for a one (2) year term at the annual meeting of the Board of Directors. In the event that any office of the Corporation becomes vacant, a majority of the Board of Directors may elect a successor to fill the unexpired term left.

Section 6.3 Removal

Any Officer, employee or agent of the Corporation may be removed with or without cause at any time by a vote of a majority of the entire Board of Directors.

Section 6.4 Resignation

Any Officer may resign at any time by delivering to the Board a written resignation. The resignation is effective upon its receipt by the President of the Corporation or Chairperson of the Board.

Section 6.5 President Powers and Duties

The President shall generally supervise of the affairs of the Corporation and shall keep the Board of Directors informed about its activities. He or she has the power to sign and execute alone in the name of the Corporation all contracts authorized either generally or specifically by the Board, unless the Board shall specifically require an additional signature. The President has the power to sign checks, drafts or other orders for the payment of money or notes or other evidences of indebtedness. The President shall perform such other duties as from time to time may reasonably be assigned by the Board of Directors.

Section 6.6 Secretary: Powers and Duties

The Secretary shall keep the minutes of all meetings of the Board of Directors. He or she shall be responsible for the giving and serving of all notices of the Corporation and shall perform all the duties customarily incident to the office of the Secretary, subject to the control of the Board of Directors, and shall perform such other duties as shall from time to time be assigned by the Board of Directors or the President.

Section 6.7 Treasurer: Powers and Duties

The Treasurer shall, in accordance with the directions of the Board of Directors or the President, keep accurate accounts of receipts and disbursements of the Corporation and arrange for the deposit of all moneys, evidences of indebtedness and other valuable documents of the Corporation in the name and to the credit of the Corporation in such banks, trust companies or other

depositories selected in accordance with Section 9.2. The Treasurer shall, at all reasonable times, exhibit such records and accounts to any Officer or Director at any time upon request at the office of the Corporation and shall render a detailed statement to the Board as often as reasonably requested to do so. The Treasurer shall perform all the duties customarily incident to the office of Treasurer and, subject to the control of the Board of Directors, may execute on behalf of the Corporation all instruments requiring the signature of the Treasurer.

Section 6.8 Compensation

Any Officer, employee or agent of the Corporation may receive a reasonable salary or other reasonable compensation or benefit for services rendered to the Corporation.

ARTICLE VI COMMITTEES OF THE BOARD

Section 7.1 Committees of the Board

The Board may create such committees as It may choose and delegate to them such duties consistent with these By-Laws, the certificate of incorporation, and governing law. Such committees must consist of at least three (3) Directors.

Sections 7.2 Executive Committee

Should the Board choose to have an Executive Committees, the President of the Corporation and the Chairperson of the Board shall be members of such committee, with the Chairperson~ serving as chairperson of such committee. The Chairperson and the President shall select at least one (1) other Director to serve together with the President and the Chairperson on the Executive Committee for a term of one (2) years. The Executive Committee shall, during the intervals between meetings of the Board, exercise all of the powers and authority necessary to conduct the normal operations of the Corporation. subject at all times to the general direction and control of the Board and applicable law.

Section 7.3 Audit and Finance Committee

Should the Board choose to have an Audit and Finance Committee, the Chairperson of the Board, in consultation with the President, may appoint three (3) or more Directors to serve on the Audit and Finance Committee for a term of one (1) year. The Directors selected to serve on the Audit and Finance Committee shall select amongst themselves a chairperson of such committee. The Audit and Finance Committee shall be responsible for periodically reviewing the annual budget, financial reports and records, for reporting to the Board on any financial Issues requiring Board attention, and for making recommendations to the Board as to actions it should take with respect to fiscal matters.

Section 7.4 Nominating Committee

Should the Board choose to have a Nominating Committee, the Chairperson of the Board, in consultation with the President, may appoint three (3) or more Directors to serve on the Nominating Committee for a term of one (1) year. The Directors selected to serve on the Nominating Committee shall select amongst themselves a chairperson of the committee. The Nominating Committee shall be responsible for recommending to the Board individuals to serve as Directors and Officers.

ARTICLE VIII INDEMNIFICATION

The Corporation may, to the fullest extent now or hereafter permitted by and in accordance with the standards and procedures provided for by sections §721 through §726 of the Non-for-Profit

Corporation Law and any amendments thereto, indemnify any person made, or threatened to be made, a party to any action or proceeding by reason of the fact that he or she, his or her testator or intestate was a Director, Officer, employee or agent of the Corporation, against judgments, fines, amounts paid in settlement and reasonable expenses, including attorneys' fees.

The Corporation shall have the power to purchase and maintain insurance to indemnify the Corporation for any obligations which it incurs under these By-Laws or by law.

ARTICLE IX FUNDS AND SECURITIES

Section 9.1 Contracts

The Board is authorized to determine who, in addition to the President and Treasurer of the Corporation as provided for in Sections 6.5 and 6.7, shall be authorized, in the name of and on behalf of the Corporation, to enter into any contract or execute and deliver any instrument, or to sign checks, drafts, or other orders for the payment of money or notes or other evidences of indebtedness, and such authority may be general or confined to specific instances. Unless so authorized, no person shall have power or authority to bind the Corporation by any contract or engagement or to render it liable for any purpose or to any amount.

Section 9.2 Depositories of Funds

All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories, as may be selected by the President of the Corporation, or by the Treasurer, in consultation with the President.

ARTICLE X SEAL

The Corporation shall not have a corporate seal.

ARTICLE XI FISCAL YEAR

The fiscal year of the Corporation shall be January 1st to December 31st

ARTICLE XII NON-DISCRIMINATION

In all of its dealings, neither the Corporation nor its duly authorized agents shall discriminate against any individual or group for reasons of race, color, creed, sex, age, culture, national origin, marital status, sexual preference, or mental or physical handicap.

ARTICLE XIV REFERENCE TO CERTIFICATE OF INCORPORATION

References in these By-Laws to the Certificate of Incorporation shall include all amendments thereto or changes thereof unless specifically excepted.

ARTICLE XIV AMENDMENTS

These By-Laws may be amended or repealed by the affirmative vote of a majority of the Board at any regular or special meeting of the Board of Directors, provided that notice of the proposed alteration has been included in the notice of meeting.

the Board of Directors of Thinking Animals, Inc., a New York not-for-profit corporation.

That the foregoing is a full, true and correct copy of the By-Laws and that this constitutes the By-Laws of the Thinking Animals, Inc. Inc., as duly adopted at the meeting of the Board on June 25, 2014. **In Witness Herein:**



By: _____
Florence A Wyper, President



By: _____
Sheila Chase, Secretary

(Thinking Animals, Inc., EIN# 27-0623779)

OBJECTIONS RECEIVED FROM IUCN MEMBERS

Autoridade de Avaliacao Ambiental Competente (Competent Environmental Assessment Authority), Guinea Bissau (applying as GA)

**1 objection received from:
NGO Emirates Environmental Group, United Arab Emirates**

Dear Members' Coordination Unit,

Warm Greetings from the Emirates Environmental Group!

Upon the review of the 29 applications for IUCN membership, our organisation is delighted to extend its support and acceptance of all the applicants, except the following:

Autoridade de Avaliação Ambiental Competente (Competent Environmental Assessment Authority):

Reason for Objection: Insufficient information provided in the application and online; No letters of endorsement provided¹; As mentioned in their application, the last projects were assessed in 2010. There is no information on the current work of the Authority.

Thank you for sharing the applications for membership. Wishing you a smooth review process.

Yours Sincerely,

Habiba Al Mar'ashi
Chairperson
Emirates Environmental Group



Tel: +971 4 3448622 www.eeg-uae.org eeg@emirates.net.ae
www.facebook.com/eeg.uae twitter.com/eeg-uae EEG_DUBAI

The NGO Forum on Cambodia (applying as NG)

**1 objection received from:
NGO Emirates Environmental Group, United Arab Emirates**

Dear Members' Coordination Unit,

Warm Greetings from the Emirates Environmental Group!

Upon the review of the 29 applications for IUCN membership, our organisation is delighted to extend its support and acceptance of all the applicants, except the following:

2) The NGO Forum on Cambodia (NGO Forum):

Reason for Objection: Lack of ground work in environmental sustainability with higher focus on humanitarian rights and government practices related to land and natural resource management.

¹ Comment from the Secretariat: endorsement letters are not required for Government agencies' applications.

Thank you for sharing the applications for membership. Wishing you a smooth review process.

Yours Sincerely,

Habiba Al Mar'ashi
Chairperson

Emirates Environmental Group

Saibaan Development Organisation, Pakistan (applying as NG)

**1 objection received from:
NGO Emirates Environmental Group, United Arab Emirates**

Dear Members' Coordination Unit,

Warm Greetings from the Emirates Environmental Group!

Upon the review of the 29 applications for IUCN membership, our organisation is delighted to extend its support and acceptance of all the applicants, except the following:

Saibaan Development Organisation (SDO):

Reason for Objection: Lack of ground work in environmental sustainability with primary focus on social mobilisation, health, income generation and infrastructure.

Thank you for sharing the applications for membership. Wishing you a smooth review process.

Yours Sincerely,

Habiba Al Mar'ashi
Chairperson

Emirates Environmental Group

Thinking Animals, United States of America (applying as NG)

Six (6) objections received from:

1. INGO International Fur Federation, United Kingdom

I am writing on behalf of the International Fur Federation (IFF) in order to object to the application submitted by Thinking Animals United to join IUCN.

The IUCN statutes^[1] clearly set out that in order to become a member the “*applicant shares and supports the objectives of the IUCN.*” From reviewing Thinking Animals United’s application, it is not at all clear what their position is in relation to the IUCN’s principle of conservation and sustainable use of species. They only appear to reference sustainable use in the context of sustainable materials and recycling which does not properly address this key question.

On another important matter, Thinking Animals United have not provided any real insight into the work that they currently undertake in support of the conservation of nature aside from references to working with various partners. This would not appear to meet the requirements of joining IUCN and requires further examination.

To reiterate our earlier point, without a clear position on sustainable use we believe Thinking Animals United's application may go against IUCN's clearly defined statutes and in addition to the limited information outlined in their application, we formally object to their application to become members of IUCN.

Should you require any further information please do not hesitate to contact me.

[1] <https://portals.iucn.org/library/node/47704>

Kind regards,

Paul



Paul Stockall

Director of Standards & Sustainability

wearefur.com

2. NGO Fur Institute of Canada
3. INGO International Association of Fish and Wildlife Agencies, AFWA, USA
4. INGO International Council for Game and Wildlife Association, CIC, Hungary
5. NGO Dallas Safari Club, DSC, USA
6. INGO Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE (Federation of Associations of Hunting and Conservation of Wildlife of the European Union), FACE, Belgium – *letter co-signed by Nordic Hunters Alliance, Denmark, Safari Club International Foundation, USA and Conservation Force, USA*

All letters are available on next pages.

Other comments received from IUCN Members

- *Received from the [Game Rangers Association, South Africa \(IN/1567\)](#)*

I have gone through the applications very briefly and have no objections to any of them. Can it be placed on record that the Game Rangers Association of Africa did respond and that we have no objections to these applicants.

- *Received from the [Department of National Parks and Wildlife Conservation, Nepal \(ST/497\)](#)*

On behalf of Department of National Parks and Wildlife Conservation Nepal; The Ministry of Forests and Environment, Nepal I am nominated as a National Focal Point for IUCN. Therefore, I have no objection to grant the membership of IUCN to the Youth Alliance for Environment, Nepal. In this regards, I have consulted the IUCN Nepal office, and the applicant NGO as well.

Sept. 3, 2018

Ms. Inger Andersen
Director General, IUCN

Re: Objection to Thinking Animals United, Inc.'s IUCN Membership application

Dear Ms. Andersen,

Please consider this letter as the formal objection of the Fur Institute of Canada (FIC) to the admission application of *Thinking Animals United Inc.* as members of IUCN according to Article 15-16 of the IUCN Statutes.

It is abundantly clear based on reviews of all materials related to Thinking Animals United — including their submission materials, website and public discourse — that this organization is unsuitable and ineligible for IUCN membership based on IUCN's statutes and core principles.

Thinking Animals United is not involved in any tangible conservation work in any way that supports IUCN ideology or principles, and as such they have no place under the IUCN banner. On the contrary, this is a group that quite obviously seeks to impugn and destroy those who are engaged in legitimate, standardized, and fully regulated sustainable use work and traditional ways of life. As such, their activities fly in the face of IUCN, which has established sustainable use as one of its core values and mandates. I should think immediately that IUCN's Sustainable Use and Livelihoods (SULi) group would have serious concerns about this application on several levels.

Further, in the Thinking Animals United application, they fail to clearly identify their position on sustainable use as a whole, but instead list what non-animal-use-related activities they carry out in the name of being "sustainable." This is inherently troubling as they are either ignorant of the sustainable use policies of IUCN, or they are purposely avoiding the question. As noted by our colleagues at the CIC, Thinking Animals United has also promoted materials (videos in this case) that attack sustainable use activity: And I need not remind you that sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and a central part of IUCN's mission and vision.

As the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* states CLEARLY:

"IUCN's formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in Perth. IUCN's "Policy Statement on Sustainable Use of Wild Living Resources", adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if

sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.

In recent times the IUCN has allowed the inclusion of groups that have clear and scurrilous animal rights agendas; groups that have worked with dedicated ambition to raise millions from unwitting donors under false pretenses to help target and destroy the traditional way of life of traditional and indigenous (Inuit) hunters in Canada. In doing so a bell has been sounded and you will start to see more of these applications from more questionable groups.

But we at the FIC, as duly registered and fully-paid members of the IUCN, insist it is the duty and responsibility of IUCN Council to uphold its responsibility to members to support IUCN's clear mandate and objectives.

This of course includes sustainable use.

Sincerely,

James Baker, Executive Director
Fur Institute of Canada

The IUCN statutes^[1] clearly set out that in order to become a member the “*applicant shares and supports the objectives of the IUCN.*” From reviewing Thinking Animals United’s application, it is not at all clear what their position is in relation to the IUCN’s principle of conservation and sustainable use of species. They only appear to reference sustainable use in the context of sustainable materials and recycling which does not properly address this key question.

Furthermore, TAU has not provided any evidence of their involvement in practical nature conservation work/activities. For the CIC, “advocacy and coalition-building” is not enough to meet the requirements of joining IUCN. They appear to be a political pressure group with no particular program for conservation activities.

^[1] <https://portals.iucn.org/library/node/47704>



The voice of fish and wildlife agencies

1100 First Street, NE, Suite 825
Washington, DC 20002
Phone: 202-838-3474
Fax: 202-350-9849
Email: info@fishwildlife.org

September 4, 2018

Ms. Inger Andersen
Director General
International Union for Conservation of Nature
Rue Mauverney 28
1196 Gland, Switzerland

Dear Director General Andersen:

With reference to the list of applicants for membership in the International Union for Conservation of Nature (IUCN), the Association of Fish and Wildlife Agencies (AFWA) officially lodges an objection to granting membership to Thinking Animals United (TAU) pursuant to Regulation 15 of IUCN's Statutes.

We believe that their objectives are not aligned with IUCN's mission to "influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable."

We raise your attention to TAU's response to the question about IUCN's sustainable use policy. Their response does not provide an answer but rather indicates that they recycle and use sustainable materials. While we support these aims, it remains *unclear* from their application whether they support IUCN's policy on sustainable use. The IUCN Statutes clearly state that: "*Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN;...*" They also have not provided evidence of their involvement in on-the-ground nature conservation activities. Advocacy and coalition-building is not enough to meet the membership requirements of IUCN.

The number of question marks in the "Assessment form for membership applications" raises concerns as well. We are particularly concerned about the questions in relation to Articles 7a and 7c; and additional questions 2, 3, and 4. These are central to IUCN's mission and vision and their fulfillment by TAU is seriously in doubt.

The 50 state fish and wildlife agencies (the members of AFWA) have constitutional authority to manage and conserve wildlife in the United States for the public trust. To fulfill their missions, the state fish and wildlife agencies manage habitats and wildlife population with the best available science. They believe in the sustainable, equitable use of wildlife that is rooted in the North American Model of Conservation. Numerous wildlife management tools are needed to manage wildlife populations and the communities/habitats on which they depend including hunting and trapping, relocation of wildlife, and wildlife removal. A focus on individual animal rights can be in direct conflict with the sustainable/ecological use and conservation of biodiversity that is the mandate of our member fish and wildlife agencies.

Based on our comments above and without adequate information in their application, we object to their membership to the IUCN.

Sincerely,

Virgil Moore
President



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

August 31, 2018

Ms. Inger Andersen

Director General

IUCN

Re: Objection to Thinking Animals United, Inc.'s Application for IUCN Membership

Dear Ms. Andersen,

We, the International Council for Game and Wildlife Conservation (CIC) object to the admission of Thinking Animals United, Inc. into the ranks of IUCN Membership according to Article 15-16 of the IUCN Statutes for the following reasons:

After extensive review of the Thinking Animals United, Inc.'s (TAU) application for membership of the International Union for Conservation of Nature (IUCN) and their website, the International Council for Game and Wildlife Conservation (CIC) considers that TAU is not suitable for Union membership. TAU advocates for positions which conflict with the IUCN statutes. Its advocacy seeks to disrupt the legitimate conservation projects of other IUCN members and directly conflicts with activities of IUCN itself, namely the IUCN Species Survival Commission (SSC) and the IUCN Sustainable Use and Livelihoods Specialist Group (SULi).

Our objection relates to TAU's dogma and ideology which put animal rights before conservation. We particularly note that in their membership application, the answer about their position on sustainable use is, in fact, not a *position* on sustainable use but rather things they do to be more sustainable. Recycling and serving vegan/plant-based food does not mean they support the IUCN Sustainable Use Policy; and their answer seems to indicate that they did not read the IUCN Sustainable Use Policy at all. One such example of an indication on their *position* on sustainable use is their promotion of two videos included in an interview¹ which directly attack hunting and hence conflict with the principle of the sustainable use of resources. This fundamental difference in conservation strategies puts TAU in direct opposition to IUCN in the area of sustainable use.

In contrast to TAU, IUCN has long recognized that the sustainable use of wildlife (which includes hunting) is consistent with and contributes to conservation. The sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. Once again, rather than reiterate an established argument ourselves,

¹ <https://www.thinkinganimalsunited.org/asher-jay-interview/>

we prefer to directly quote from the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives*:

“IUCN’s formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in Perth. IUCN’s ‘Policy Statement on Sustainable Use of Wild Living Resources’, adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.

...

IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The IUCN at the 2004 WCC adopted Recommendation 3.093 stating that it “Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation” and further, that it “accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations

Further, the IUCN SSC Caprinae Specialist Group adopted a formal position statement in December, 2000, recognizing that hunting, and in particular trophy hunting, can form a major component in conservation programmes for wild sheep and goats. This statement noted that “Trophy hunting usually generates substantial funds that could be used for conservation activities such as habitat protection, population monitoring, law enforcement, research, or management programs. Equally importantly, the revenues from trophy hunting can provide a strong incentive for conservation or habitat protection...”

The Convention on Biological Diversity has developed several statements of principles relevant for the management of trophy hunting. Most importantly, the 7th Conference of Parties to the CBD (Kuala Lumpur, February 2004) adopted the Addis Ababa Principles and Guidelines for the Sustainable Use of Biodiversity (AAPG), and IUCN members party to the CBD were urged to honour these commitments by Resolution 3.074 of the 3rd IUCN World Conservation Congress (Bangkok, October 2004). The AAPG are based on the assumption that it is possible to use biodiversity in a manner in which ecological processes, species, and genetic variability remain above the thresholds needed for long term viability, and that all resource managers and users have the responsibility to ensure that such use does not exceed these.

We note that the mission statement which TAU provided to IUCN in its membership application form differs significantly from the mission on the TAU website. TAU’s mission statement, as seen on its public website, is as follows: *Our Mission: To better understand animals and inspire unified commitment to their protection and well-being.* This is the mission statement of an animal rights organization rather than a conservation organization. We request that the Council only looks at this mission statement when assessing the application.

Furthermore, TAU has not provided any evidence of their involvement in practical nature conservation work/activities. For the CIC, “advocacy and coalition-building” is not enough to

meet the requirements of joining IUCN. They appear to be a political pressure group with no particular program for conservation activities.

Finally, after reviewing the “Assessment form for membership applications” we are concerned about the number of question marks left in the column “Does it meet IUCN requirements?” particularly in relation to Art. 7a; Art. 7c; and Additional questions 2, 3, and 4. These parts are central to IUCN’s mission and vision and their fulfillment by TAU is questionable not only by the assessor, but to us as well.

There is a strong doubt to the **conservation value** of TAU’s work and the benefits to admitting them as a member of the largest conservation organization in the world, IUCN. Their membership would disrupt the constructive and peaceful collaboration of members of IUCN.

Kind Regards,



George Aman
President



Ms. Inger Andersen
Director General
IUCN

Re: Objection to Thinking Animals United, Inc.'s
Application for IUCN Membership

Dear Ms. Andersen,

DSC objects to the admission of Thinking Animals United, Inc. (TAU) into IUCN Membership according to Article 15-16 of the IUCN Statutes for the following reasons:

After extensive review of the Thinking Animals United, Inc.'s application for membership to the IUCN and their website, we consider that TAU is not appropriate for IUCN membership. TAU advocates for positions which conflict with the IUCN statutes. Its advocacy seeks to disrupt the legitimate conservation projects of other IUCN members and directly conflicts with activities of IUCN itself, namely the IUCN Species Survival Commission (SSC) and the IUCN Sustainable Use and Livelihoods Specialist Group (SULi).

Our objection relates to TAU's ideology which puts animal rights before conservation. We particularly note that in their membership application, the answer about their position on sustainable use is, in fact, not a position on sustainable use but rather things they do to be more

sustainable. Recycling and serving vegan/plant-based food does not mean they support the IUCN Sustainable Use Policy. One such example of an indication on their position on sustainable use is their promotion of two videos which directly attack hunting and hence conflict with the principle of the sustainable use of resources. This fundamental difference in conservation strategies puts TAU in direct opposition to IUCN in the area of sustainable use.

In contrast to TAU, IUCN has long recognized that the sustainable use of wildlife (which includes hunting) is consistent with and contributes to conservation. The sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. We directly quote from the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives*:

“IUCN’s formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in Perth. IUCN’s “Policy Statement on Sustainable Use of Wild Living Resources”, adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.

IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The IUCN at the 2004 WCC adopted Recommendation 3.093 stating that it “Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation” and further, that it “accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations.” Further, the IUCN SSC Caprinae Specialist Group adopted a formal position statement in December 2000, recognizing that hunting, and in particular trophy hunting, can form a major component in conservation programmes for wild sheep and goats. This statement noted that “Trophy hunting usually generates substantial funds that could be used for conservation activities such as habitat protection, population monitoring, law enforcement, research, or management programs. Equally importantly, the revenues from trophy hunting can provide a strong incentive for conservation or habitat protection...”

We note that the mission statement which TAU provided to IUCN in its membership application form differs significantly from the mission on the TAU website. TAU’s mission statement, as seen on its public website, is as follows: *Our Mission: To better understand animals and inspire unified commitment to their protection and well-being.* This is the mission statement of an animal rights organization rather than a conservation organization. We request that the Council only looks at this mission statement when assessing the application. Furthermore, TAU has not provided any evidence of their involvement in practical nature conservation work/activities.

There is a strong doubt to the conservation value of TAU's work and the benefits to admitting them as a member of the largest conservation organization in the world, IUCN. Their membership would disrupt the constructive collaboration of members of IUCN.

Regards,

A handwritten signature in black ink, appearing to read 'Corey Mason', with a long horizontal flourish extending to the right.

Corey Mason
DSC Executive Director



THE VOICE OF EUROPEAN HUNTERS

FACE

Rue Belliard 205 b5

B-1000 Brussels

+ 32 (0)2 732 6900

info@face.eu

www.face.eu

Ms. Inger Andersen
Director General
IUCN

4 September 2018, Brussels

The following IUCN member organisations, the European Federation for Hunting and Conservation (FACE), Conservation Force (CF), Safari Club International Foundation (SCIF) and the Nordic Hunters' Alliance (NHA) wish to object to the application submitted by Thinking Animals United, which is not primarily a conservation organisation, to join IUCN.

Thinking Animals United has not provided any evidence of their involvement in any practical (on the ground) nature conservation work/activities. For FACE, CF, SCIF and NHA "advocacy and coalition-building" is not enough to meet the requirements of joining IUCN.

Further, Thinking Animals United has not appropriately answered the question in the IUCN application on the sustainable use of natural resources. Therefore, it remains unclear from their application whether they support IUCN's [policy](#) on sustainable use, in particular, the use of wild living resources. Their position on sustainable use only refers to recycling and using sustainable materials. This issue is important to FACE, SCIF, CI, NHA and IUCN (i.e. it being central to the achievement of IUCN's objectives). The IUCN [Statutes](#) clearly state that: "*Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN;*"

While we accept that Thinking Animals United may not be keen to promote IUCN's principle of conservation through sustainable use, we believe that their membership could be in breach of IUCN's Statutes. On these grounds, and with so little information provided in their application, we wish to object to their membership to IUCN.

Yours sincerely,





THE VOICE OF EUROPEAN HUNTERS

FACE

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Jointly signed by:

Torbjörn Larsson
President



Ludwig Willnegger
Secretary General



Warren A. Sackman, III
President



John J. Jackson, III
President

CONSERVATION FORCE

Summary of documents – Membership applications which received objections from IUCN Members

Click on document name for quick access.

Documents	Page No.
<i>The NGO Forum on Cambodia</i>	
1) Reply to objection	2
<i>Thinking Animals, USA</i>	
2) Reply to objection	46



គោលដៅនៃការចូលរួមសម្រាប់សង្គម
The NGO Forum on Cambodia

No: ០៥៥.....NGOF

10 September 2018

To : Ms Fleuranga GILMOUR- BIERI
Membership Coordinator

Subject : Further justifications in response to a letter of objection to the NGO Forum on Cambodia's membership application

Dear Ms Fleuranga,

We are writing in reference to a letter of objection Ref: EEG/AD2-26/2189/18/DS to the NGO Forum on Cambodia's membership application reviewed by the Emirates Environmental Group to provide further justifications and suggestion that the membership application from the NGO Forum on Cambodia should be reconsidered and reviewed in terms of its qualifications to meet membership requirements for the following justifications.

1. Review of membership application from the NGO Forum on Cambodia (NGOF) by the Emirates Environmental Group is not based on holistic facts.
2. The NGO Forum on Cambodia is an active local membership organization that builds NGO cooperation and capacity and supports NGO networks and other civil society organizations to engage in policy dialogue, debate and advocacy for ensure sustainable natural resource management (land, forestry, fishery and water including dolphin), ecosystem, environment and Mekong water governance in Cambodia and in the Mekong Region; in these areas, NGOF is recognized by the government, development partners, private sectors, International organizations like WWF, WCS, CI, Birdlife International, Wildlife Alliance, IUCN-Cambodia and all national and local NGOs...etc. including existing IUCN members (CEPA, Milup Baitong and FACT) who are active working on conservation, biodiversity, environment, ecosystem, wildlife, fishery, forestry, dolphin and land. In addition, NGOF is an active and good model of NGO membership who dedicates to contribute to sustainable environment, ecosystem, biodiversity, IP and natural resource management in Cambodia and in the region (please click on the link : <https://drive.google.com/open?id=1wp8xE0xRtomOfbjFGXP4FxTF7D-hnhKC> for getting E-newsletter (soft copy) of the NGOF which it shows NGOF's activities related to ecosystem, land, environment, climate change, biodiversity and natural resource management).
3. Currently, the NGO Forum on Cambodia is implementing EU-funded 5 years (2017-2021) project called "VOICES FOR MEKONG FORESTS" (V4MF) Also known as "Strengthening Non-State Actors Voices for Improved Forest Governance in the Mekong Region" (EU-NSA Mekong), ENV/2016/380-519. The Project overall objective is that "By 2030, NSAs in the Mekong region (Cambodia, Lao PDR, Myanmar, Thailand, Viet Nam) effectively drive national forest landscape governance processes, particularly in FLEGT-VPA and REDD+". FLEGT-VPA and REDD+ Initiatives are a significant opportunity for NSAs to become actively involved in government-led forest landscape dialogues and decision making

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processes. By 2021, empowered and networked NSAs in three transboundary landscapes assess, monitor and respond appropriately to strengthen forest governance, particularly in FLEGT-VPA and REDD+, and effectively engage in policy processes". In Cambodia, the project is to strengthen the capacity of community protected areas in natural resources management in which it plays a vital role in providing capacity building, networking, research on biodiversity at the landscape level of the project site in Mondul Kiri province of Cambodia and policy dialogue on biodiversity, environment and natural resource management at sub national and national level (please referred to attached project contract agreement between NGOFC, RECOFT and EU).

4. The NGO Forum has closely worked with local stakeholders to gather key inputs for **Environment and Natural Resources Code of Cambodia** which shall apply to all activities concerning the environment and natural resources in the Kingdom of Cambodia;
5. The NGO Forum in partnership with NTFP-EP, CEPA, RECOFTC, WWF is implementing a 4-year project (2017-2020) in the Mekong Flooded Forest and Upper Mekong landscapes under the Framework Agreement Cambodia project of the Shared Resources, Joint Solutions programme in Cambodia (hereinafter "SRJS") that the four-year programme covering Kratie, Stung Treng and Ratanakiri provinces in Cambodia, and related extended activities through the Partners for Forests and Fisheries (PaFF) programme in Kampong Thom and Preah Vihear provinces, contained in Annex 1, SRJS Cambodia Work Plan. This project fully supports sustainability of RAMSAR site in Stung Treng province, forestry and water sustainability of 3 provinces (more detail, please see attached project document).
6. In addition, the NGO Forum is play very active role to support the Prey Lang Community Network through capacity building on relevant laws, patrolling and networking to protect this one of Cambodia's most significant forest landscapes and prevent or mitigate negative impacts of development projects such as Economic Land Concessions on forest-dependent communities and promotes alternative livelihood options for them; the Prey Lang is covered over 43K hectares of forestry located in four provinces of Cambodia included Kratie, Stung Treng, Kampong Thom and Preah Vihear provinces.
7. NGOFC is an active member of the technical working group of IUCN's past Mekong Water Dialogue project and of IUCN/BRIDGE Champion's Network, working for the improved trans-boundary governance for the region to secure the livelihoods of people who rely on the rich natural resources of the 3S Basin.

As mentioned above, it would be great if its membership application would be endorsed and sent to the membership council membership meeting in October 2018 for final approval.

Signature



Tek Vannara
Executive Director

The NGO Forum on Cambodia

Cc: Mr. Lou Vanny, National Coordinator for IUCN Cambodia

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12 July 2017

AGREEMENT / CONTRACT ROUTING SLIP

Name of Agreement / Contract:

VAFM subaward with NGO Forum - Cambodia

Under Project:

EU-NSA

Budget Code:

EU1

Reviewed by:	Result	Date	Comments
PROCO Manager (Konnakorn T.) Acting	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Not approve	12/7/17	This is part of project operational plan RITZ
CS Manager	<input checked="" type="checkbox"/> Approved <i>Endorsed</i> <input type="checkbox"/> Not approve	12/7/17	<i>STJ</i>
Executive Director	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Not approve	13/07/2017	<i>David Young</i>



THE CENTER FOR
PEOPLE AND FORESTS

Achara Bubpapornkul <achara.bubpapornkul@recoftc.org>

IMPORTANT: V4MF subaward (2): NGO-Forum on Cambodia

1 message

Etienne Delattre <etienne.delattre@recoftc.org>

Tue, Jul 11, 2017 at 1:39 PM

To: David Ganz <david.ganz@recoftc.org>, Sumonras Khetmongkol <sumonras.khetmongkol@recoftc.org>

Cc: Nicha Hemmanitdisakorn <nicha.hemmanitdisakorn@recoftc.org>, Chandra Silori <chandra.silori@recoftc.org>, Achara Bubpapornkul <achara.bubpapornkul@recoftc.org>, Pimpakarn Serithammarak <pimpakarn@recoftc.org>, Areerat Suriyamanee <areerat.suriyamanee@recoftc.org>, Kalyan Hou <kalyan@recoftc.org>, Heng Da <da@recoftc.org>

Dear David and K. Mae,

I am pleased to submit to your double signature the second V4MF subaward, with NGO-Forum part of Team Cambodia.

* The agreement part follows the legally reviewed version slightly amended subsequently and re-circulated for approval.

* Out of the four annexes to be attached, Annex 1 and 4 are respectively the EU-NSA Contract and the EU PRAG. Annexes 2 and 3 are respectively the workplan and the budget for Y1, grouped into the single XL file attached.

* While the overall agreement is for the lifetime of project, the **obligated** amount (34,807 EUR) is committed for and covers only Y1 (till 31/12/2017), in accordance with the planning and budgeting teamwork; the estimated amount (310,000 EUR) is for the duration of the project and corresponds to a mutually discussed and agreed tentative figure.

I would appreciate if you could both sign it tomorrow Wed, so as to pass it to NGO-Forum for counter-signature by the end of this week, for an effective implementation in earnest (following transfer of first installment).

Thanks for your concur.

Best,



Etienne Delattre (Mr.)
Project Coordinator

V4 MF Voices for
Mekong Forests

RECOFTC - The Center for People and Forests

Tel: +66 (0)2 940 5700 ext 3262

Skype : etiennedelattre

recoftc.org

facebook.com/recoftc

twitter.com/recoftc

2 attachments



Project_Partnership_Agreement_NGOF-vf_ED.docx
151K



EUNSA_Cambodia_NGO Forum_YEAR 1 PLAN_with budget summary_27June2017.xlsx
64K



Project Partnership Agreement

Definitions and Abbreviations

For the purpose of this Agreement, the following words and abbreviations shall have the following meanings:

The Agreement means this Project Partnership Agreement

The Contract means the latest published version of the Project Application Form

The Lead Partner means the beneficiary coordinator as referred to in the contract ENV/2016/380-519

The Project means the EU-funded Project “Voices for Mekong Forests” (V4MF) also known as “Strengthening Non-State Actors Voices for Improved Forest Governance in the Mekong Region” (EU-NSA Mekong)

The Project Manual means the latest published version of the project operational manual

The Project Partners means other partners named as the Parties in the Contract

The Grant the maximum co-financing allocated to the project in accordance with the Contract

The Program Authorities comprise the Contracting Authority and the Lead Partner

“VOICES FOR MEKONG FORESTS” (V4MF)

Also known as

“Strengthening Non-State Actors Voices for Improved Forest Governance in the Mekong Region” (EU-NSA Mekong),

ENV/2016/380-519

This Partnership Agreement (thereafter “Agreement”) is made and entered into by and between **Regional Community Forestry Training Center for Asia and the Pacific** (hereafter referred to as “the Lead Partner”), located at Kasetsart University, 50 Paholyothin Road, Ladyao, Chatuchak, Bangkok 10900, Thailand | phone: +66(0)2 940 5700, and the **NGO-Forum on Cambodia** (hereafter referred to as “the Project Partner”), located at #9-11, St.476, Toultompong 1, Chamcamon, Phnom Penh, Cambodia; Tel: (855) 23 214 429 Ext. No 106.

Having regard to:

- The call for proposals EuropeAid//150699/DH/ACT/Multi under which the Project Partners have submitted the Project Application Form
- The Project Application Form, jointly submitted by the Project Partners through their lead partners to require the program contribution and its revision of time plan and/or budget,
- The Grant Contract ENV/2016/380-519 signed between the European Union, represented by the European Commission as the Contracting Authority of the one part, and the Lead Partner as the Coordinator of the other part,
- The delegation of representation given by Tek Vannara, Ph.D, Executive Director of the Project Partner to the Lead Partner through the mandating letter signed on 7th June 2016.

For the implementation of the Project “*Voices for Mekong Forests*” (V4MF) also known as “*Strengthening Non-State Actors Voices for Improved Forest Governance in the Mekong Region*” (EU-NSA), approved by the Contracting Authority on 16/12/2016, the following terms and conditions shall be agreed between the parties.

Article 1

Parties to the Agreement

The parties to this Agreement are the Lead Partner and the Project Partner as listed above. It is the intention of all the Project Partners that a project partnership agreement shall be separately executed between each lead partner and each project partner(s) whose name(s) are listed as Parties in the latest approved version of the Contract.

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Article 2

Objective of the Agreement

1. The objective of this Agreement is the organisation of a partnership in order to implement the Project; it aims at establishing the cooperation principles and procedures as well as mutual obligations among the Project Partners.
2. By this Agreement, the parties establish their rights and duties, with the aims to achieve the objectives of the Project in compliance with the legal and conventional framework specified here above. Moreover, the Agreement specifies the rules governing the recovery procedure of the amounts unduly received by the Project Partners.
3. The Agreement is a secondary document in that it must be read subject to the Contract and the Standard Conditions of the Grant. The content of the Contract and the Standard Conditions of the Grant will override anything to the contrary in the Agreement.
4. The annexes - including all provisions they are based on and refer to - are considered to be an integral part of this Agreement. The annexes comprise:
 - the latest version of the Contract between the Contracting Authority and the Lead Partner (Annex I),
 - the Project's Year 1 workplan with allocation of tasks and objectives, outputs and results by the Project Partner (Annex II),
 - the Project's Year 1 budget by budget line by the Project Partner (Annex III),
 - the Procedure and Practical Guide (PRAG) of the European Union (Annex IV).

Article 3

Duration of the Agreement

1. The intended implementation period of the Project is from 1st January 2017 until 31st December 2021.
2. This Agreement will enter into force on the date on which it is signed by both parties. If the parties sign on different dates, the effective date of the Agreement will be the date on which the last party signs. The Project Partner may incur pre-Agreement costs starting 1st April 2017. Unless otherwise amended in writing by mutual agreement between the Lead Partner and the Project Partner, or earlier terminated pursuant to Article 17, it will remain in force until complete fulfilment of the Lead Partner's and the Project Partner's obligations under this Agreement and the Contract. In particular, all relevant provisions necessary for the fulfilment of the archiving and audit obligations defined in Article 11 of this Agreement shall remain in force until the end of the period referred to in relevant EU regulations.
3. The Lead Partner makes no representation, explicit or implied, as to further participation in or funding of the activities beyond the term of this Agreement.

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Obligations of the Parties

Lead Partner's obligations

1. The Lead Partner shall comply with all obligations deriving from the Contract and the Project Manual, and inter alia, ensure the transfer of the allocated portion of the Grant to the Project Partner as per Annex III as quickly as possible and in full accordance with Article 6.
 2. The Lead Partner shall inform the Project Partner on a regular basis about any relevant communication between the Lead Partner and the Contracting Authority.
 3. Before submitting a request for change to the Contracting Authority, the Lead Partner shall obtain the approval of the Project Partner on the changes proposed. The Lead Partner may set a deadline to the Project Partner for this approval so that beyond this deadline the proposed changes are considered as approved by the Project Partner.
- For the Lead Partner, the officers in charge of this Grant are Mr. Etienne Delattre, Coordinator, for project management and Ms. Nicha Hemmanitdisakorn, Administrative Assistant, for financial and administrative matters. The Lead Partner shall promptly inform the Project Partner if there is any change in any of these two positions.

Project Partner's obligations

1. To be eligible as the Project Partner under the Contract, the Project Partner shall be a legal entity.
2. The Project Partner shall do everything in its power to implement the Project as defined in the Agreement and in line with the latest approved version of the Contract.
3. The Project Partner shall comply with the latest approved version of the Contract and the Project Manual.
4. The Project Partner shall comply with the statutory rules under European law, national statutory regulations, orders, decrees and rulings, permits and exemptions which are relevant for the performance of the Agreement, specifically with respect to its own portion of the Project and budget.

In addition, the Project Partner shall fulfil the following obligations:

1. To nominate a project manager and a financial manager for the parts of the Project for which it is responsible.
2. To provide the Lead Partner with all the information, in the prescribed form, necessary to draw up the mandatory reports for the Project as well as all other reports on activities, requests for payment and other documents or information requested by the Contracting Authority. The information so requested shall be provided to the Lead Partner on time and complete.
3. To make the Project Partner's contributions available as foreseen in the latest approved version of the Contract and this Agreement.
4. To actively encourage the involvement of the stakeholder groups in their regions, their participation in the Project, and their cooperation with respect to disseminating the Project results.

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5. To react promptly to any request of the Lead Partner, of the Contracting Authority and bodies involved in the Project implementation, in particular for what concerns requests related to the coordination, implementation and evaluation of the Project.
 6. To notify immediately the Lead Partner of any event that could lead to a temporary or final discontinuation or any other deviation of the Project, as well as any change related to the name of the organisation, its contact details, legal status or any other change concerning the Project Partner's legal entity which may have an impact on the Project or on their eligibility to the program.
 7. To comply with the planned budget by budget line, spending plan by the Project Partner, allocation of tasks and objectives, outputs and results by the Project Partner as indicated in Annex II and Annex III of this Agreement and to notify the Lead Partner without delay of any event that may lead to a deviation.
- The Project Partner's representatives in charge of this Project are Mr. Ouk Vannara, Deputy Executive Director and Mr. Ear Chong, Land and Livelihood Program Manager for project management and Mr. Som Chettana, Finance Manager for financial and administrative matters. The Project Partner shall promptly inform the Lead Partner if there is any change in any of these two positions.

Article 5

Amount of Agreement

1. The total estimated ("**anticipated**") amount of the Agreement is **310,000 EUR**. The Lead Partner hereby obligates the amount of **34,807 EUR** for project expenditures during the period from 1st April 2017 until 31st December 2017 as set forth as "Year 1 (Y1)" in the attached budget (Annex III). Under no circumstances shall the Lead Partner be obligated to reimburse the Project Partner for costs in excess of the committed ("**obligated**") amount of **34,807 EUR** under this Project unless this Agreement is modified to increase the amount. Additional fund up to the total anticipated amount of the Agreement may be obligated by the Lead Partner subject to yearly review of progress and performance, annual planning, and the availability of funds made available to the Lead Partner by the Contracting Authority.
2. It is expressly understood that the Lead Partner has no obligation to provide other or additional financial support to the Project Partner for the purposes of this Project or any other purposes.
3. The Lead Partner shall not be liable for any other fees or expenses other than those stipulated in this Agreement.
4. Funds under this Agreement in Euros (EUR) are to be provided in US Dollars (USD). Exchange to local currency must use the best available inter-bank exchange rate. Transactions must be verified through bank receipts or other documents or publications sufficient to demonstrate the legality of such transactions.

6/24

Article 6

Payment and transmittal of funds

1. The Lead Partner shall advance a first payment of **8,701 EUR** (25% of the obligated amount) to the Project Partner upon both parties' signing of the Agreement with agreed scope of work and work plan for the first year (Y1) and reception of fund calling from the Project Partner.
2. Further quarterly payments shall be made by the Lead Partner upon approval by the Lead Partner of the Project Partner's technical and financial reports, presenting the acquittal for 80% of funds already received in the previous installment, and in reception of fund calling together with quarterly budget forecast from the Project Partner, and in due and integral respect of Article 5.1.
3. From the second year (Y2) onwards, a deduction of 10% shall be made by the Lead Partner from every payment mentioned in Articles 6.1 and 6.2 above and shall be paid to the Project Partner as part of the final payment, subject to Article 6.4 below.
4. The final payment shall be made by the Lead Partner to the Project Partner upon EU approval of the end-of-term technical and financial reports.
5. The Lead Partner shall convert from EUR to USD for each fund transfer to the Project Partner by using the exchange rate provided by the Lead Partner's bank of the installment receiving from the Contracting Authority.
6. Any bank fees or other related costs incurred from the said fund transfer shall be borne by the Project Partner. Bank fees and other banking costs are eligible costs under this Agreement.
7. Payments will be sent to the Project Partner bank account as follows:

Name of Account Holder: The NGO Forum on Cambodia

Name of Bank: Acleda Bank Plc

Bank Address: # 61, Preah Monivong Blvd, Sangkat Srah Chork, Khan Daun Penh, Phnom Penh

SWIFT code: ACLBKHPP

Bank Account Number: 0900-00166036-16

Bank Account Currency: US Dollars

Article 7

Eligibility of Expenditure

1. The Project Partner can only report eligible expenditure. In order to be deemed eligible, the reported expenditure of the Project Partner shall:
 - a. relate to activities and costs which are carried out, incurred, and paid from the date of the approval decision to the Project end date as indicated in the Contract;
 - b. relate to activities set out in the Contract which are necessary for carrying out the Project and achieving the Project's objectives, outputs and results, and are included in the budget of the Contract;
 - c. be reasonable, justified, and comply with the applicable EU and program rules. In the absence of rules set at EU or program level or in areas that are not precisely regulated national or institutional rules in accordance with the principles of sound financial management apply;

60

- d. be incurred and paid out by the Project Partner and be substantiated by proper evidence allowing identification and checking;
 - e. be identifiable, verifiable, plausible, determined in accordance with the relevant accounting principles, and recorded in a separate accounting system or with an adequate accounting code;
2. In case the Project Partner does not comply with the eligibility rules, the Lead Partner may impose corrective measures which have to be implemented by the Project Partner. Those corrective measures can lead to the exclusion of any ineligible expenditure and to the request for repayment of all or part of the concerned subsidy.

Article 8

Project Reporting

The Project Partner shall provide to the Lead Partner and retain in its permanent files the following written reports:

1. Technical Reports / Program Information

- a) Quarterly Report. No later than fifteen (15) days following the end of calendar quarter, the Project Partner shall submit to the Lead Partner a written technical progress report on the activities funded under this Agreement based on the project technical report template.
- b) Annual/Final Report. No later than thirty (30) days following the end of calendar year, and upon expiration or termination of this Agreement, the Project Partner shall submit to the Lead Partner a written/final annual technical report with evaluation of accomplishments under the Agreement and their impact.
- c) The Project Partner shall include in both reports, progress against the monitoring and evaluation plan in the agreed format, which demonstrate attainment of project objectives over the course of the Agreement.

2. Financial Reports

- a) Monthly Report. No later than fifteen (15) days following the end of calendar month, the Project Partner shall submit to the Lead Partner a written financial report, certified by the Project Partner's financial director, covering expenditures. This report shall include the approved budget and show expenditures against each line item. This report shall be in the format specified by the Lead Partner.
- b) Annual/Final Report. No later than thirty (30) days following the end of calendar year, and upon expiration or termination of this Agreement, the Project Partner shall submit to the Lead Partner a written annual/final financial report - certified by the Project Partner's financial director. This report shall include the approved budget and show expenditures against each line item. This report shall be in the format specified by the Lead Partner.

6 of 27

Article 9

Program performance

1. In case the Project Partner does not successfully reach one or more expected objectives, outputs or results as set out in the Contract are not successfully reached, the Project Partner shall be responsible to respond to requests for corrective measures by the Lead Partner following the step-wise procedure established in the Project Operational Manual.
2. In case the Project Partner fails to respect the contractual arrangements on delivery in time, delivery to budget and delivery of outputs as defined in the annexes of this Agreement, the Lead Partner may reduce the Grant allocated to the Project Partner and, if necessary, stop the Project Partner's role by terminating this Agreement. In such cases, the Project Partner shall be liable in compliance with Article 10 of this Agreement.
3. Grant payments not requested by the Project Partner in time and in full as indicated in the spending plan included in Annex III may be lost as the Lead Partner deems appropriate

Article 10

Liability

1. The Lead Partner shall not be liable for losses, damages, claims, or other liabilities arising out of the Project Partner's activities. In case the Project Partner does not comply with its obligations as agreed upon in this Agreement and the relevant annexes, the Project Partner shall be the sole responsible for any liabilities, damages and costs, resulting from the non-compliance.
2. The Project Partner shall not be held liable for not complying with its obligations as agreed upon this Agreement and the relevant annexes should the non-compliance be caused by *force majeure*. In such a case, the Project Partner involved shall announce the occurrence of the said *force majeure* event immediately in writing to the Lead Partner for mutual discussion.

'Force majeure' event stated in this clause shall refer to any acts beyond the reasonable control of the Parties; the act of which is unpreventable even though a reasonable degree of care has been exercised, including but not limited to flooding; war; embargo; strike or other labour disputes; riot; natural disaster; or any state intervention.

Article 11

Audit rights, evaluation of the Project / archiving of documents

1. The European Commission, the European Anti-Fraud Office, the European Court of Auditors and, within their responsibility, the relevant bodies of the Contracting Authority are entitled to audit the

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proper use of funds by the Project Partners or arrange for such an audit to be carried out by authorised persons.

2. The Project Partner shall produce all documents required for the audit, provide necessary information and give access to their business premises.
3. The Project Partner undertakes to provide independent experts or bodies carrying out any Project evaluation with any document or information necessary to assist the evaluation.
4. The Project Partner shall archive documents related to the Project implementation for the period required by and in compliance with the relevant EU regulations. The Lead Partner will inform the Project Partners of the start date of the period referred to in the Contract. This period might be interrupted in duly justified cases and will resume after any such interruption. Other possibly longer statutory retention periods, as might be stated by national law, remain unaffected.
5. The Project Partner shall ensure that all documents are kept either:
 - a. in their original form;
 - b. as certified true copies of the originals;
 - c. on commonly accepted data carriers including electronic versions of original documents
 - d. or documents existing as electronic version only.

Notwithstanding the foregoing, the archiving formats have to comply with national legal requirements.

6. The requirements as indicated in points (4) and (5) also apply to the Project Partner if it leaves the partnership before the end of the Project by whatever reasons and shall continue until the end of the Project.

Article 12

Communication and Visibility

1. The Project Partner shall implement a project communication and dissemination plan adapted to country and regional contexts that ensures adequate promotion and visibility of the Project and its results towards potential target groups, project stakeholders and the general public in compliance with the Grant Contract, the EU Communication and Visibility Manual and/or the Project Manual, where applicable.
2. Unless differently required by the Contracting Authority, any notice or publication in relation to the Project, made in any form and by any means, including the Internet, must state that it only reflects the author's views and that the program authorities are not liable for any use that may be made of the information contained therein.
3. The Project Partner agrees that the Program Authorities shall be authorised to publish, in any form and by any means, including the Internet, the following information:

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- a. the name and contact details of the Lead Partner and of the Project Partners,
 - b. the Project name,
 - c. a summary of the Project activities,
 - d. the objectives of the Project and the Grant,
 - e. the Project start and end date,
 - f. the amount of the Grant and the total budget of the Project,
 - g. the geographical location of the Project implementation,
 - h. progress reports including the final report.
4. The Project Partner agrees to promptly provide the Lead Partner with originals hard/electronic copies of reports, studies, photographs and negatives, computer programs, drawings, writings or other similar works or documents, along with all supporting data and material, produced under this Agreement at no cost.
 5. The Project Partner agrees not to make any use of the logo or the name of the Lead Partner except as expressly authorised by the Lead Partner in writing.

Article 13

Intellectual Property Rights

1. All intellectual property, outputs and results (whether tangible or intangible) that derive from the Project as a result of the Project Partner's implementation of the work shall be the property of the Lead Partner and the Project Partner.
2. Both Parties may copyright any work that is subject to copyright under this agreement. The Lead Partner and the Project Partner agree to license any work developed under this Agreement through a Creative Commons Attribution-ShareAlike international license (CC BY-SA 4.0).
3. Any income generated by the intellectual property rights must be managed in compliance with the applicable EU, national and program rules in the fields of net revenue and state aid.
4. Notwithstanding the terms of Article 13.1, the results of the Project have to be made available to the general public free of charge by the Lead Partner and the Project Partner. The Program Authorities and any other relevant program stakeholder (such as national points of contact, delegations of the European Commission, etc.) may reserve the right to use them for information and communication actions in respect of the program. If there are pre-existing intellectual and industrial property rights which are made available to the Project, these will be fully respected provided that they are notified by the Lead Partner and Project Partner to the Contracting Authority in writing.

[Handwritten signature]

Article 14

Cooperation with third parties and outsourcing

1. The Lead Partner may engage in non-financial cooperation with and seek in-kind contribution from the third parties/affiliated entities to be involved in an activity which are referred as "Associates" in the Annex 1 of the Contract. No commitment or financial contribution may be given by the Project Partner to any third party to support the achievement of the objectives of the Grant under any circumstances.
2. Except for those preapproved by the Contracting Authority and explicitly described in the Annex 1 of the Contract, the Project Partner may not engage with subcontractors and outsource the development or execution of the technical work (= core tasks of the Project).
3. In case of outsourcing minor tasks¹ (= not associated with the technical work of the Project) to consultants or suppliers of good/services, the Project Partner remains solely responsible to the Lead Partner concerning compliance with its obligations as set out in this Agreement. The Lead Partner shall be consulted in advance by the Project Partner about the subject and party of any such contract concluded with any such service provider if it exceeds the Lead Partner's threshold of USD 500. Outsourcing to consultants or to suppliers of goods/service shall be undertaken in accordance with procedures set out in the public procurement rules applicable to the Project Partner and in compliance with the EU directives on public procurement.
4. The Project Partner shall not have the right to transfer its rights and obligations under this Agreement without the prior consent of the responsible program implementing bodies.

Article 15

Non-fulfilment of obligations and disputes

1. Should the Project Partner not fulfil its obligations, the Lead Partner shall contact the Project Partner and instruct the Project Partner to comply within a maximum of sixty (60) days. The Lead Partner shall make all efforts to work with the Project Partner in order to solve the difficulties through corrective measures following the step-wise procedure established in the Project Operational Manual, and may include seeking the assistance of the Contracting Authority if necessary.
2. Should the non-fulfilment of obligations continue, in spite of notifications as mentioned under Art.15.1, the Lead Partner may decide to exclude the Project Partner from the Project, upon a ten (10) days written notice. The Contracting Authority shall be informed immediately by the Lead Partner if the Lead Partner intends to exclude the Project Partner from the Project.

¹ Examples of minor subcontracting include: Using a company to arrange meetings/conferences, auditor services, advertising positions in newspapers, or copying and printing services provided by external vendors.

6 8