



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

96<sup>th</sup> Meeting of the IUCN Council  
Gland, 30–31 March 2019

Summary Minutes

*[Approved by Council members in conformity with Regulation 52]*

Present: see Annex A attached hereafter.

Notes:

- a. Unless stated otherwise, all decisions of the Council were adopted by consensus.
- b. To avoid unnecessary repetition, the present summary minutes do not summarise presentations if their content is reflected in documents or PowerPoint presentations referred to hereafter as Council documents and published on IUCN's website.
- c. The numbering of decisions and annexes follows that of the decision sheet of the 96<sup>th</sup> Council meeting which has been published as a separate document before approval of the present summary minutes, as required by Council's Transparency Policy. Decisions may therefore not be listed in numerical order in the present summary minutes.

**Saturday 30 March 2019 from 9:00 to 12:30 – FIRST PLENARY SITTING**

**Agenda Item 1. Opening remarks by the President and approval of the agenda** *[Council document C/96/1 Draft Agenda of the 96<sup>th</sup> Council meeting v2.0 dated 28 March 2019]*

Welcoming Antonio Benjamin, Chair WCEL who participated remotely, the President noted the regrets received from the following Council members:

- Kathy MacKinnon (proxy to Kristen Walker Painemilla)
- Ali Kaka (proxy to Amin Malik Aslam Khan)
- Ana Tiraa (proxy to Andrew Bignell)
- Carlos César Durigan (proxy to Jenny Gruenberger).

The President welcomed, in particular, Ms Natalia Danilina who attended Council for the first time since her appointment following the demise of Dr Rustam Sagitov. He then invited Council to observe a minute of silence for victims of recent disasters, as well as those who have lost their lives in the service of nature conservation. Mamadou Diallo requested that Council also remember Alfredo da Silva, former Programme Head in Guinea Bissau, who had passed away.

The President began his opening remarks by saying that IUCN is at a critical junction in its history. The Union must function in a world that is politically polarised, in which the economic environment is challenging, and where there are many critical social issues, including conflict, security, migration. Environmentally, the Union is also encountering challenging times: the Paris Climate Change Agreement is entering a critical phase, there is discussion around whether or not the 2030 Sustainable Development Agenda can be achieved, a hot topic is the post-2020 global biodiversity framework, and biodiversity is undergoing its sixth mass extinction. In nature conservation, there are many important upcoming events, not the least of which is the September UN Climate Summit, to which the Secretary General has invited all State and government leaders. The speed at which the UN took its position attests to the urgency of the situation. In addition to other international meetings, IUCN has two important events to prepare for – the World Conservation Congress in Marseille and the CBD COP15 – and there is not much time.

There is little time until 2020 and the world needs to rally for nature conservation. IUCN has a critical leadership role to play in helping the world understand that we are facing two crises of equal significance for the future – the survival of humanity and all life on earth, and the climate and biodiversity crises. And, these are closely linked, not only in the course they are taking but in their solutions. The work of the Union – protecting and restoring ecosystems, promoting mitigation of global warming and resilience to climate change – is needed more than ever before. IUCN's continual support to the post-2020 global biodiversity framework and the 2030 Agenda for Sustainable Development makes the Union uniquely placed to enhance the nature conservation dialogue.

IUCN is entering a transitional period. On one hand, the President congratulated Inger Andersen for her appointment as Secretary General of UNEP; on the other, he stressed the importance of preparing for this transitional period. He urged Councillors to step up to their Statutory role of governance, oversight and policy guidance for the Union during the next critical 15 months leading up to Congress. Councillors should examine how they may collectively and individually contribute, the priority being a smooth succession process and a successful global search for a new Director General (DG); he is confident that the Union's three pillars working together will result in a smooth, high quality, transparent process. The world is full of opportunities and challenges, and the Union needs to decide on its future direction, as this links closely with the ADG and DG selection process. Both the external review commissioned by Council and the DG's report will feed into the selection process and provide some enlightenment to the subject. As per standard practice, the Bureau has established a Succession Planning Committee (SPC), which will ensure prudent governance; the Committee has already reported to

Council on their meetings and Council members have contributed suggestions. It is important to keep two things in mind during this transitional period: it is imperative to organise a high-quality Congress to respond to the needs of our Members and it's critical to return IUCN finances to a sound state. For the former, excellent work in collaboration with the French government has been done; for the latter, concerted efforts have been forthcoming by all components of the Union and with sufficient reserves, he is confident that a stable financial state will be returned.

Concluding his remarks, the President emphasized that IUCN must continuously reflect on how to organise its business model and ensure that it fits the purpose of the Union. It must ensure that IUCN's networks are leveraged to maximise its policy influencing and make the most of its observer status in the UN. The President stressed his deep commitment to consensus decision making, and sees the Union's collective knowledge and diversity coming from the regions as one of the true strengths of the organisation. Consensus results from mutual respect and the desire to put the interests of the Union and its Members first; with consensus comes ownership of the decisions. He then appealed to Council members to help him lead the Union, and urged them to seek common ground on the big matters, and put aside the small matters. Let the guiding principle be working together, and in this way IUCN can, among other things, meet the expectations of Members with a quality Congress and continue to be the voice of nature.

The President invited comments on the agenda. One Councillor proposed that agenda item 4.2 be brought forward and discussed together with agenda item 2 given that both deal with the transition, and that the SPC be requested to select an Acting DG and bring a report to Council *in camera* on 31 March 2019 in view of appointing an individual before the closure of this meeting. While agreeing that this is indeed an urgent matter, several Councillors considered it important to hear both the DG's report and the Report on the external review of governance before discussing items 2 and 4.2.

Councillor from Switzerland Norbert Baerlocher informed Council that he had been asked by his government to raise some questions of a legal nature with regard to the Succession Planning Committee to ensure that the procedures being undertaken are in line with the IUCN Statutes. A Council member objected, citing Article 62 of the Statutes which explicitly states that Councillors serve IUCN in their personal capacities and not as representatives of their States or organisations. Following the President calling for a vote on abiding by Article 62 (no objections, one abstention), Norbert Baerlocher stated that the role of the Councillor from the host country differs from that of other Councillors, to which there were further objections. The President thanked the Swiss government for their support to IUCN and reminded Norbert Baerlocher that he was serving in his personal capacity.

The Chair of CEC asked whether the proposals submitted by the Chairs of CEC and CEESP to Bureau for appointment as additional Steering Committee members but which had not been resolved by the Bureau, could be tabled under agenda item 5 – Commission reports.

At the invitation of the President Council approved the agenda on the proviso that agenda items 2 and 4.2 will be discussed together following the presentations of the DG and the external consultant, and that agenda item 4.2 would be continued on 31 March to receive a report with proposals from the SPC concerning the Acting DG.

#### COUNCIL DECISION C/96/1

The IUCN Council,

Adopts the agenda of its 96<sup>th</sup> Meeting (version 2.0 dated 28 March 2019, as revised). (Annex 1)

### Agenda Item 3. Report of the Director General [C/96/3 PPT Director General's Report to Council]

Inger Andersen, Director General (DG) presented her report with slides [for the slides, see C/96/3 PPT Report of the Director General to Council]. She explained that because of her imminent departure, she would present Council with the current picture of IUCN. Her report therefore covered the 4.5 years she has been Director General, rather than only the past year. It was structured around the eight topics on which she always reports, aligned with the DG's objectives approved by Council, and for each topic she showed both achievements and her recommendations for what still needs to be done. As such, the document will serve as a handover to the new Director General.

She concluded her report by thanking Council members for both their support and their constructive criticism when necessary. At times she may not have accomplished all that she had hoped to, but her intention was always to strengthen the Union. It was a pleasure and an honour for her to serve as Director General. Council gave her a standing ovation.

The IUCN President expressed his utmost appreciation for all the Director General had done during her mandate. He commended her for her deep commitment, professionalism and leadership, and thanked her for her comprehensive report on the state of the Union and especially her message identifying the five most important traits by which IUCN should strive to be characterised in the future. He concluded by sharing his hope that the cooperation between IUCN and UNEP will continue, in order to fulfil their mutual mission. Questions and answers on the report would take place in the afternoon session.

### Agenda Item 4. Strategic discussion

**4.1 External Evaluation of IUCN's Governance** [document C/96/4.1 External Review of IUCN's Governance; for the slides, see C/96/4.1 PPT Report External Evaluation of IUCN's Governance by Prof. Cossin]

Thanking him and his team for all their work, the President invited Prof. Dr D. Cossin of Stewardship & Governance Associates (SGA) to present his final report "Governance Review: Working Towards Governance Excellence at IUCN", adding that while Council might not agree with everything contained in the report, it would serve as a good basis to strengthen the governance of the Union and that Council applause showed appreciation for SGA going above and beyond their contract.

Prof. Cossin began his presentation by saying that governance is one of the major drivers of performance. Governance requirements around the world are increasing, and there is a standard of quality today that is not what it used to be. He continued by explaining that the review defined four pillars that not only drive the organisation, but can also drive its failures. The four pillars were identified as people, information, structures and processes, and group dynamics and culture. The fourth pillar is the weakest at IUCN, with some values fundamental to governance (e.g. sense of responsibility and accountability) not being as strong as in benchmark organisations.

These four pillars drive the health of the organisation, but there's a need to also look at what is driving failure. The governance risks that large institutions pay attention to are: technical risks, strategy, relationship between the executive and non-executive bodies, and integrity. While there is nothing major to note for number one, the other three risks are at critical levels and will expose IUCN to major governance risk. The biggest one and one that could have great reputational impact is that of integrity, and stems either from a lack of knowledge of the organisation's conflicts of interest or their mismanagement. Strategic alignment across the organisation and the relationship between bodies, notably between Council and management, are two other critical dimensions.

There are certainly challenges ahead for IUCN, although Prof. Cossin cautioned Council that the negative view of the current standard in governance is by no means a negative view of the organisation as a whole. He reminded Council that it needs to have a view of risks that is separate from the views of the DG or management. And finally, the key message is that establishing more and better processes and implementing them could remove many of the problems. Their detailed findings and recommendations can be found in the report. *[see his slide presentation C/96/4.1 PPT]*

Following the presentation, Council members made the following comments:

- The consultants were thanked and commended for their professionalism and the richness of the report, which confirms some of Council's own expectations. Council members need to study the report, respond to it and make the necessary changes.
- The issue now is how to handle this report and some of the strong statements included within. It will be circulated broadly and Council needs to take the necessary time to give a weighted response to avoid causing damage. In the interest of full disclosure, Council's "Management Response" should be forthcoming accompanied by a statement of Council's commitment to address the issues expeditiously.
- One member felt that Council needed to have a clear message to give to Members when leaving after the end of the Council meeting. We need to be able to project trust, and build this into the vision of the Union. Then we can move on to creating a management response.
- This report should be viewed as giving hope. Responses to the survey are the subjective perceptions of Councillors and management, and it shows that they are not satisfied with the current status. It is hoped that both parties will work together to make things better.
- One of the conclusions of the report was that there is a poor relationship between Council and management, the main recommendation being to set up a good process to ensure respectful interaction. But what advice would be forthcoming to overcome personality, cultural and political issues which seem to have been underestimated in this report? Processes might not solve everything. Another Councillor was of the view that underlying cultural issues need to be addressed before moving into analysis of process.
- It is not clear how the recommendations contained in the report will be implemented, nor is it clear what the underlying issues are and why they exist. When looking around at Councillors and management, it is difficult to question their integrity. But, any serious underlying issues must be tackled before they further affect Council integrity.
- A query was raised about whether or not the team did any analysis across regions. There would probably have been a slight difference in regional answers that could reflect cultural differences. Also, organising responses by region would provide Commissions with some insight, either on areas to improve in the regions or issues to flag to headquarters. It might be possible to enrich the report even further if some more in-depth analysis was done per region.
- A request was made to know which institutions were used as benchmarks, and where the benchmarks lie. Although mission driven, IUCN is becoming more like a business with respect to acquiring funds, so which benchmark is appropriate? There is a big difference between corporate governance and IUCN governance.
- The report cites IUCN's state as being 'critical', but some context is necessary. How critical is critical?
- IUCN is the oldest and most renowned conservation organisation which has just celebrated 70 years of work. However, the challenges we face are huge: an upcoming Congress, the need to feed into the post-2020 biodiversity targets, a transitional period with the DG leaving, a governance review dealing with our strategic priorities and objectives, as well as our global relevance, how to ensure that the Secretariat has the proper tools to service our Members. There is a great deal of expertise in Council and we need to be able to choose which elements in this report to focus on, as this Council's mandate will soon be over. We can either consider it a crisis or a crossroads, and we must rise to the occasion. What might be the most important point to note from this review is that staff don't feel safe and Council needs to take this seriously. No one should feel unsafe in this Union.

- The number of Members consulted was relatively small, and this could possibly call into question the validity of the results. Also, when thinking about membership engagement, it can be quite different in developing and developed countries – what is the percentage from each?
- There was a feeling among some Council members that this report comes at an unfortunate time in that it covers many areas that have already been the subject of discussion within Council. It is important to work on an implementation plan in order to maintain the integrity of Council and the status that IUCN has held for the last 70 years.
- Many organisations have seen reviews such as this, and have lived through them. Council needs to move beyond the shock and address the issues, have honest conversations among members, and ascertain which skills are needed, how to develop shared values about IUCN, and how to operate as a Council. What is important is how the organisation responds to the challenges.
- A comment was made about the review's recommendations for different membership models, made in response to a perceived decline in membership satisfaction. Consideration should be given to the impact on IUCN's image as an organisation when turning to any of these models.
- Director General Inger Andersen's advice is to frame the 'management response' positively. Council took a proactive step in commissioning this review and it should continue with this positive tone. As with all reviews, there are some hard truths to deal with, but the Union is strong and we want to become even stronger. We are framing our responses with shifts in the Statutes and Council owns this. Staff will like this approach, and Members and donors will respect it. It is how the organisation responds to hardships that will define how strong the Union is.

Responding to questions and points raised by Council members, Prof. Cossin made the following points:

- It's normal to have gaps between the executive and non-executive elements of an organisation, although the gap in IUCN tends to be a bit wider than the norm. The ideal scenario is to have the two groups working in complete tandem, but given the impossibility of this, there is a level of gap that's considered acceptable. There are, however, areas of gaps that are unacceptable and there is cause for concern with some specific areas in IUCN.
- It is not one process about respectful interaction that's necessary, but rather it's a question of multiple key processes that are necessary. In professional organisations personality differences can be overcome; the more sensitive issue is the differences of political views, and this speaks to an organisation's alignment around strategy. This is a challenging issue, but the start is an alignment around IUCN's strategy about the future, about membership, etc.
- SGA have the statistics for regional responses, but SGA's team did not analyse them. An analysis could be done. It is evident, however, that the sample size is very small per region, and this would obviously affect management answers.
- There are formal and informal benchmarks; some of the formal ones used were the Global Fund, WWF, Gates Foundation, International Federation of Red Cross and Red Crescent Societies, International Committee of the Red Cross. Moreover, analysis goes deeper than just with these organisations, as similar exercises have been done with many mission-driven organisations in the world, and some corporate entities as well.

The Chair of the Governance and Constituency Committee (GCC), introducing the methodology for Council's discussion of the report in break-out groups, explained that the GCC had identified five areas they considered critical, preferring a 'deep dive' method rather than a 'carousel' format. Since it is not always clear what the underlying issues are, the committee wanted to get an idea of what Councillors view as the major issues, focussing on being forward thinking and solutions-oriented. Forthcoming ideas will be taken to a GCC meeting on Monday 1 April 2019 in which work will begin on Council's management response.

It was subsequently agreed to request the GCC to prepare a draft decision summarizing the key messages which Council wanted to share with internal and external audiences about the External Review Report, and submit it to Council for approval by email correspondence as soon as possible after the end of the Council meeting. *[The following decision resulting from this process was approved on 5 April 2019.]*

#### **COUNCIL DECISION C/96/6**

The IUCN Council,

*Welcoming* the Report of the External Review of IUCN's Governance (Council document C/96/4.1) commissioned by the IUCN Council, as is consistent with the practice of our four-yearly reviews, initiated by the IUCN Council 2012-2016. The review's objective is to evaluate and strengthen the effectiveness of the governance of IUCN, which is essential to enabling IUCN to deliver on its mission.

*Having discussed* at length the findings and recommendations of the Report, partly together with the external consultants, at the 96<sup>th</sup> Council meeting (28-31 March 2019);

Decides to place a high priority on expeditiously developing a robust response to the Report's recommendations;

Requests its Governance and Constituency Committee (GCC), taking into account the discussion at the 96<sup>th</sup> Council meeting, to establish an inclusive mechanism to prepare detailed action points with a timeline for their implementation. These will identify (a) key issues that should be addressed in the short term, i.e. before the 2020 Congress, (b) issues that require decisions of the 2020 Congress, and (c) considerations of further work to adopt best practice. The GCC will consult with Council as this work progresses. The GCC will present the draft management response to the Council in time to be considered at its 97<sup>th</sup> meeting (October 2019);

Requests the Bureau of Council to approve actions as needed, as per Regulation 58.

**Saturday 30 March 2019 from 13:30 to 18:30 – SECOND PLENARY SITTING****Agenda Item 4. Strategic discussion (Continued)****4.1 External Evaluation of IUCN's Governance**

The Chair of GCC invited Councillors to join one of the groups that would discuss the five critical areas identified by the GCC: relationships between the Union's governance bodies, lack of engagement with IUCN membership, rules and responsibilities of IUCN Councillors, ethics and conduct, and nomination and evaluation processes in the Union (at a strategic level). Each group, which was facilitated by a member of the GCC and a staff member taking notes, had one hour to discuss the chosen subject. Reports would be collated by GCC on 1 April 2019 and serve as the basis for its further work on the management response. *[The Council subsequently continued in break-out groups for about one hour]*

**Agenda Item 3. Report of the Director General (DG) (Continued)**

Before opening the floor for questions and comments on the DG's report, the President drew Council's attention to the fact that the DG's objectives for 2019 still needed approval by Council, as this had not been possible in Jeju due to the late submission of the document. He stressed the importance of having approved objectives in place both for the current and the future DG, adding that they could be adjusted at a later date if necessary.

Council members made the following points on the DG's report:

- Several Councillors expressed appreciation for the work done by the DG, and especially for her excellent comprehensive report of the last 4.5 years.
- One Councillor requested the DG to expand on membership, and in particular her comment that there may be potential problems with the growing imbalance (ratio of 1:5 for government vs non-government Members) in the different membership categories.
- Recognising that her report builds on the governance discussions, another Councillor asked the DG to specify what she would see as the top five priorities. Identifying these would help Council to hold the Director General accountable.

Responding to questions and points raised by Council members, the DG made the following points:

- Membership has been growing steadily, however the number of State Members has remained constant, and has not grown in proportion to the number of new States that have come into existence since 1948. In the last few decades, State Members have numbered in the range of 85–92, while NGO Members have quadrupled. When governance is made up largely of NGOs with particular interests and experience, this could disadvantage State Members. IUCN has helped create the World Heritage Convention, CITES, the CBD, a stronger UN Environment, and contributed to the SDGs. Each of these provides its own platform for gathering, so unless IUCN finds a way to clarify its identity with respect to government and non-government organisations, its vibrancy will not be secure. Second, the type of Members admitted to IUCN might not always be the ones that should be admitted; the limit is being stretched on what is legitimate. Several Members are companies or may not really be doing conservation work. We risk losing the core focus on conservation and environmental stewardship. Third and most delicate point made is that the vast majority of Members fall into the lowest membership fee category (\$500 per year), and that the cost of servicing these Members is far greater than the fee. If these Members were strong conservation advocates, this might be acceptable and even desirable, but several of them are not. This Council, or one to come, must have a strategic discussion on this subject: is the number of Members important or is their impact important?
- The DG considers the seven topics on which she always reports to Council to be the ABCs of how all businesses should be run. More specifically, she and her successor should be held accountable for the following: 1. Programme and operations: A new Programme with healthy and timely implementation and fiduciary integrity. 2. Membership: Greater involvement of competent Members. 3. Policy, knowledge, science and economics: Brilliant work on an Apex target and other science-based targets; the Flagship publication; supporting and delivering policy around the conventions. 4. Communication and influence: Dissemination of high-quality substance; IUCN produces too much that is not needed or consulted and we should be looking more into what is needed. 5. Financial sustainability. 6. Secretariat management: Adherence to HR policies and undertaking of yearly metrics (360°); this is why the survey showed that 96% of staff had confidence in IUCN's leaders. Confidence in leadership is enhanced by predictable, transparent policies and processes. 7. Governance support: It is hoped that Council will allow the DG and Secretariat to help, as all have experience that can provide support. The lack of trust between governance and management has cascaded into other areas; having trust and understanding is a necessity.

Following the discussion, the President invited Council to approve the DG's objectives for 2019. The DG then had the 2018 IUCN Annual Report distributed, thanking Council for their approval during the preparation of the report.

**COUNCIL DECISION C/96/5**

The IUCN Council,  
approves the Director General's objectives for 2019. (Annex 5)

Councillors wished to formally acknowledge the DG, giving her warm applause.

**COUNCIL DECISION C/96/4**



The IUCN Council, *recognizing* the achievements accomplished by the outgoing Director General, Inger Andersen, during her tenure at IUCN, expresses by acclamation their deep thanks for her leadership and relentless commitment to conservation nurtured by the values of the Union and integrity of professionalism and wishes her every success in her new role as Executive Director of the United Nations Environment Programme.

#### Agenda Item 4. Strategic discussion (Continued)

##### 4.3 Reflections and lessons from IUCN engagement with the extractive sector, particularly in light of recent Brumadinho catastrophic dam failure. Strategic discussion and options for Council consideration

John Robinson, Chair of the Private Sector Task Force, explained that the issue was raised as a result of the recent Brumadinho dam failure, and he offered condolences for the loss of 300 lives. In light of this collapse and IUCN's engagement with the extractive industries, Council raised a question about what IUCN is doing in terms of the Rio Doce incident, including the role it played in advising the Renova Foundation charged with the remediation and restoration of the Fundao dam collapse, and whether or not it would have a role to play in response to the Brumadinho incident. The Chair informed Council that the task force had looked at both issues, and he invited Steve Edwards of the Business and Biodiversity Programme (BBP), to outline IUCN's approach.

Speaking on behalf of the BBP and the Rio Doce Panel, Steve Edwards described IUCN's engagement, explaining that they had been refreshing their approach, guidelines and positioning regarding how to move forward. A detailed concept note with in-depth research have shown that there has been significant growth in mining for minerals, metals and aggregates, and that demand for many of these metals (e.g. copper) will continue to grow because of the move towards a low carbon economy. With increased mining come huge conservation impacts, so in the interest of providing guidance to the Secretariat on how to engage with this sector, who the major players are, what the targeted changes in mining practices are, an Operational Framework for Engagement was developed. Its three objectives are: reduce the negative impacts on biodiversity; aim for the highest biodiversity gain related to operations; and drive the sector towards a low carbon economic development model. One of the most important issues to consider in this reassessment is climate change, and this is one of the key considerations when evaluating which companies to work with. By assessing how companies integrate climate change into their business models and how serious their desire is to take a new approach and move towards a new energy model, IUCN can help move to a lower carbon economy and contribute to raising the bar across the entire sector.

Some background was then provided on IUCN's role in the Rio Doce Basin incident. Following the Fundão dam failure in November 2015, the Brazilian government came to an agreement with the companies involved, and based on this agreement the Renova Foundation was created. The Foundation was designed to take responsibility for watershed restoration efforts, taking them out of the hands of government and interested companies. IUCN established the Rio Doce Panel, chaired by Yolanda Kakabadse, to provide recommendations to the Foundation. Not only does the Panel sit outside the Foundation, but it also sits outside IUCN in that the recommendations made are their own, not those of IUCN.

A short comparison between the two dam collapses shows that both concerned upstream tailings dams, although the volume of tailings was over three times more in Fundão than in Brumadinho. A total of 19 lives were lost in the former, 300 in the latter. Impacts from Brumadinho will likely be less, however, given the smaller quantity of tailings involved and the larger basin. Brazil has decreed that the Renova Foundation cannot work outside the Rio Doce basin, and therefore the Rio Doce Panel will not be allowed to work on the Brumadinho collapse.

With this in mind, and given Council's concern over what can be done, there are several proposed next steps, one of which is to establish a Blue Ribbon panel to study tailings dam safety and regulations, an imperative for the sector. Since the beginning of these discussions, ICMM has convened a special panel to which IUCN may be invited to serve in an advisory capacity, and IUCN will remain open to opportunities to provide advice based on its experience in the Rio Doce restoration work.

The Private Sector Task Force Chair reiterated that the task force had looked at the situation and encourages BBP to continue to share best practices for remediation and restoration. The opinion of the task force is that IUCN's expertise does not lie in the mechanics of taking care of tailings dams, especially as there are over 57,000 in the world, but it is in dealing with the social and environmental consequences. IUCN has developed best practices and we should continue to follow these.

During the discussion, the first comment was to have some insight into how IUCN Members in Brazil accept the independent panels and what they think of them. Steve Edwards explained that the viability of independent panels depends on the legitimacy given to them by IUCN Members, and that there had generally been good interaction with IUCN Members. The Rio Doce Panel was robust, and had benefited from the contributions of IUCN Members in Brazil. There had been a great deal of interaction with IUCN Members when drafting the Panel's TORs, and numerous meetings had been held with Panel members who were brought to Brasilia to talk with IUCN Members and the Secretariat team. Members are currently searching for a Panel Chair.

One Councillor stated that many organisations are faced with this issue, and in fact the environmental movement in Guatemala has decided not to engage with extractive industries for social reasons, i.e. corruption, human rights, etc. As there might be conflicts of interest if an organisation receives monies from the private sector, some thought should be given

to looking into creating a public intermediary, a sort of clearing house mechanism that could globally channel funds from biodiversity offsets and compensations to environmental causes without compromising the objectivity and independence of an organisation. In response, there was a request for a more concrete implementation plan. Another Councillor asked if a cultural impact assessment had been carried out after the catastrophe, reiterating that consideration needs to be given to rights, particularly to protecting the rights of indigenous peoples, stressing that natural resources need to be closely linked to human resources.

**Agenda Item 2. Matters brought forward by the Bureau** [*document C/96/2 Decisions of the 76<sup>th</sup> meeting of the Bureau, Gland, 26 March 2019*] and

**Agenda Item 4.2 Transition towards a new IUCN Director General**

The President requested Council to endorse two decisions adopted by the Bureau on 26 March 2019 – on the Succession Planning Committee (SPC) and the Motions Working Group (MWG).

**Establishment of the Motions Working Group**

The MWG oversees the motions process on behalf of Council. As requested in Jeju (October 2018), the GCC had drafted TORs, which were based on those of the 2015 MWG. The substantive changes are those required by the changes made to the motions process as agreed in Jeju and adopted by IUCN Members in the electronic vote ending on 27 March 2019. If this decision is endorsed, Councillors will have the opportunity until 6 April 2019 to express their interest in being part of the MWG to one of the Vice Presidents, who will then make recommendations to Bureau. The MWG should preferably be in place when the motions process begins on 2 May 2019.

**COUNCIL DECISION C/96/2**

The IUCN Council,

Endorses decision B/76/2 – Establishment of the Motions Working Group, adopted by the Bureau at its 76<sup>th</sup> Meeting on 26 March 2019:

The Bureau of the IUCN Council,

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

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

**Establishment of the Succession Planning Committee (SPC)**

The transition to a new Director General depends on the establishment of the SPC and a Search Committee, and therefore the discussion will encompass both. The President explained that the SPC will make recommendations to Bureau for onward transmission to Council for decision. The SPC, composed of the President, the four Vice Presidents and the Treasurer, is responsible for ensuring smooth transitional Secretariat leadership, the bulk of their work taking place until the DG Search Committee is established.

The following points were discussed:

- The words 'confirm' and 'approve' that figure in the decision were queried. The Council Secretary explained that the President had informed Council several weeks ago of the decision taken by the Bureau in January to establish the SPC. As the decision had been made but Council had not yet been able to endorse it, the President was now asking Council both to 'confirm' the establishment of the Committee and 'approve' its Terms of Reference.
- An objection was raised to point 3a of the TORs. Given that there is a feeling in Council that it will have failed if it did not name an Acting DG by the next day, the TORs should not specify that recommendations by the SPC on the Acting DG be sent to Bureau (as they do not meet during Council) but to Council.
- The desire was expressed to set a timeline for establishment of the Search Committee, as this was an urgent matter which cannot be left open-ended.
- It would be useful to separate the process of finding an Acting DG from that of finding a new DG. If the TORs were approved, the SPC would then be poised to move forward to name an Acting DG and this could presumably be done by the following evening. The SPC also needed to draft the TORs for the new DG, but these could go through to Bureau and then back to Council.
- A suggestion was made to use the TORs for the current DG as a basis for the Acting DG, as they will only be applicable in the short term. While several Councillors agreed with the principle, it was suggested that additional criteria might be needed specifically because the position is an interim one. The SPC should therefore consider their first priority to be looking at any additional criteria that might be needed. They could then come back with a name.

The President confirmed that the first action of the SPC would be to modify the TORs of the current DG in order to use them as criteria for the Acting DG. He then assured Council that the SPC would work on a timeline in their evening meeting, and that a proposal would be forthcoming.

Council endorsed the Bureau decision with one modification in the ToR of the SPC, namely that the SPC will make recommendations, through its Chair, to the Council (instead of the Bureau) on the necessary transitional secretariat leadership arrangements.

**COUNCIL DECISION C/96/3**

The IUCN Council,

Endorses decision B/76/1 – Establishment of the Succession Planning Committee, adopted by the Bureau at its 76<sup>th</sup> Meeting on 26 March 2019:

The Bureau of the IUCN Council,

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

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

Approves the Terms of Reference of the Succession Planning Committee, as revised by Council (**Annex 4**).

In response to a request that the discussion should also include how to proceed with selecting the new DG, the President suggested that this be discussed on the following day after another meeting of the SPC. He then adjourned item 4.2.

## Agenda Item 5. Annual Council session on the performance of the Commissions

### 5.1 Presentation of the reports of CEM, CEESP and WCEL by the Chair of the respective Commission

Angela Andrade, Chair of the Commission on Ecosystem Management (CEM) [see also the Chair's PowerPoint presentation available as C/96/5.1 PPT Report CEM to Council] began her annual report by confirming that recommendations from the previous year had been taken into account. She then continued with a simple statement of CEM's mission: to provide guidance on the management of ecosystems to promote biodiversity conservation and sustainable development. Her report was structured around the five priority areas of the Commission: risk assessment, nature-based solutions (NBS), resilience, governance, and cultural values in ecosystem management. A glimpse at CEM membership showed an increase of 21% over 2017 figures, with a current membership of 1,217 which was mapped according to regions and thematic groups.

The Red List of Ecosystems (RLE) continues its work to assess ecosystem risks. Last year three national assessments were carried out, five are ongoing, and five new countries have shown an interest. RLE has its own web page and boasts more than 150,000 visits from 209 countries. In 2018, four scientific publications were published. Together, its Facebook and Twitter pages have almost 30,000 followers, showing the interest generated by this product; Instagram shows a 20% increase over 2017.

The CEM Chair continued her report by highlighting some of the other activities carried out by the Commission. Much of the guidance on ecosystem management in the five priority areas was carried out through publications, workshops and online seminars and courses. A total of 17 scientific papers were published in 2018, and three books including one on systemic pesticides, which won the 2018 Outstanding Scientific Book Award. The Commission developed three MOOC (Massive Open Online Courses), gave four webinars and seven training courses. Much of the Commission's influencing work was made possible through providing input to and attending 17 international events, among them the CBD COP14 and UNFCCC's COP24. Communications remain important for CEM, as demonstrated by the seven newsletters produced by the Commission and its task forces. Commission finances were healthy, with an estimated 7.1m CHF of in-kind contributions.

In response to one Councillor's question about whether or not the typology of ecosystem types has come together into one single typology, the Chair responded that work continues on the global typology of ecosystems, with descriptive profiles of 40% of ecosystems now complete. One Councillor thanked the Chair, and expressed his view that this work lies at the heart of IUCN's niche on the global agenda. The last 10 years of ecosystem adaptation is being celebrated at COP24, and the UN has declared the next 10 years as the decade of ecosystem restoration. He commended the Commission for the work done so far and looks forward to the standards of nature-based solutions that will be presented at the 2020 Congress.

The Chair of the Commission on Environmental, Economic and Social Policy (CEESP) Kristen Walker Painemilla [see also the Chair's PowerPoint presentation available as C/96/5.1 PPT Report CEESP to Council] began by acknowledging the work of the Deputy Chair. She went on to highlight the work that CEESP has been doing hand in hand with the Secretariat, in response to a challenge that was raised last year. A very constructive meeting was held with the Commission Support Unit to discuss ways to increase membership numbers and make the membership process smoother, helping both Secretariat staff and Commissions.

CEESP has added two new Specialist Groups (SGs), one on People and Oceans, the second on Green Criminology, bringing the total number to seven. The Commission has been focussing on building new partnerships, infusing new rigour into their scientific publications and publishing more frequently, and expanding their thinking into other areas, e.g. looking into bringing social issues to the human-wildlife conflict and co-existence issue, and migration and environmental change, linking the latter to the upcoming flagship publication.

Work on CEESP's two knowledge products, People in Nature (PiN) and the Natural Resource Governance Framework (NRGF), is progressing well and plans are in place to raise awareness and expand the use of both. Emphasis will be given to developing guidance on integrating governance into the IUCN project cycle, and to applying PiN assessments in IUCN projects and programmes and integrating them with other IUCN knowledge products. The challenge for NRGF is how to provide a robust, inclusive and credible approach to assessing governance.



Although the Commission is actively involved in many areas, such as peace and the environment, human well-being and sustainable livelihoods, and engagement with indigenous peoples, the Chair highlighted two particular areas in which CEESP will concentrate its efforts. The first is engaging with Members across all sectors and regions. The second is building the conversation around environmental defenders, human rights and conservation. Given the increase in the loss of life by environmental defenders, the Chair expressed her view that Council needs to give some thought to what it wants to do and how it wants to be seen regarding this issue. One concluding success is that the Commission has been able to leverage some of the funding it has received, something that has not traditionally been done in CEESP.

Following the presentation, one Councillor asked how the link will be made between the work IPBES is doing to integrate indigenous peoples' organisations and the work CEESP is doing on indigenous peoples. The Chair of CEESP assured Council that Aroha Te Pareake Mead, former Chair of CEESP, is well integrated in the IPBES process. Discussion then continued around the issue of environmental defenders, and many Councillors expressed their concern over the increase in the loss of life. One Councillor thought that IUCN should work with other agencies to define a process to attack this in a systematic way. One Councillor expressed his desire to give recognition to these "fallen heroes" at the Congress in Marseille. Furthering this, another Councillor suggested bringing a motion to the next Congress, given that there have been none on this subject since 2000. Additionally, since one of the root causes of violence is mining, the Private Sector Task Force should be brought into a strategic conversation.

The Chair of CEESP reassured Council members that the important topic of environmental defenders is on the agenda of the PPC and there is discussion of how IUCN can become more active. There are also several national agreements being developed. The DG added that the Human Rights Council has recently passed a decision with respect to environmental defenders, thereby strengthening the imperative nature of this issue and laying a good framework for the UN system. UNEP has actually developed a very good policy in this area and IUCN might seek to collaborate in some way with them.

The Chair of the Commission on Education and Communication (CEC) Sean Southey [see also the *Chair's PowerPoint presentation available as C/96/5.1 PPT Report CEC to Council*] began by thanking his Deputy Chair Katalin Czippán, Ricardo Tejada, Director of Global Communications, and Enrique Lahmann, Global Director, Union Development Group and his team.

The Chair of CEC presented Council with the CEC mission and informed them that the CEC Annual Report for 2018 had been published. He went on to say that 246 new members had been added to the Commission between January and October 2018, and provided the regional distribution of membership. He reiterated the importance of communications for IUCN, and reminded Council that the need for good communications was the reason IUCN established WWF!

CEC's extensive work on IUCN's 70<sup>th</sup> anniversary celebration came to fruition in 2018, making the event a major success for IUCN. More than 3000 participants from 20 countries were able to benefit from over 24 different events, with another 52,000 benefiting from the website and blog posts. Media coverage was extensive, with 19 countries carrying some 225 articles, but perhaps the highlight was that almost 8m people were reached through Twitter.

The growth of CEC's major initiative #NatureForAll since its launch in 2016 has far exceeded expectations. There are now over 300 partners in 63 countries in all regions of the world. Promotional materials continue to be produced, in particular material for 'Live #NatureForAll' which will soon be available in 30 languages, all translated by Commission members or IUCN staff. There was significant #NatureForAll presence at 10 major events in 2018, providing opportunities to showcase how IUCN and its Members are caring for nature and inspiring and empowering others to do the same. Particularly noteworthy in 2018 was the emergence of regional #NatureForAll networks and national campaigns. Seeing the UK, Australia and Austria develop and run #NatureForAll campaigns on their own was highly rewarding.

In line with other Council discussions on the importance of involving youth, the CEC has been working on a roadmap for youth and #NatureForAll, and this should be coming together for COP15 in October 2020. Members have also been working to bring youth to the next IUCN Congress and they expect to have approximately 1000 in attendance, plus the French youth. The question now is how to mentor and support youth so they are equipped and galvanised to come to Congress and then carry the message to China.

Finally, the CEC Chair reminded Council that it he had requested the Bureau to approve two new Steering Committee members to replace those who had stepped down.

Following the CEC presentation one Councillor expressed satisfaction at seeing how the different parts of the Union can work together – Commissions, Members and the Secretariat. Several Councillors then expressed their appreciation for the emphasis the CEC has placed on youth, particularly for the upcoming Congress. Also in support of the emphasis on youth, another Councillor requested applause for a group of young people in a Uganda park, who made a statement by walking 470 km to the Ugandan Ministry of Environment to raise awareness of the destruction of the only tropical forest in Uganda; they stopped along the way to interact with and educate children, or plant trees.

## 5.2 Discussion of the performance of the Commissions

*[This was covered during the Q&A following each Chair's presentation and recorded in section 5.1 above]*

## **Sunday 31 March 2018 from 9:30 to 12:30 – THIRD PLENARY SITTING**

### **Agenda Item 4. Strategic discussion (Continued)**

#### 4.4 Draft IUCN Programme 2021–24 [slide presentation C/96/4.4 PPT Recommendations of the PPC regarding the draft IUCN Programme 2021-24]

Jan Olov Westerberg, Chair of the Programme and Policy Committee (PPC) began by showing the timeline for Programme development. Following some adjustments to the current version, the Programme would be discussed at the Regional Conservation Fora (RCFs) during the period May to September 2019. At the October 2019 meeting, Council would be apprised of the comments received electronically and at the RCFs, and with the assistance of PPC and Commission representatives, October 2019 to January 2020 would see the drafting of the final version. The final Programme will be approved at the February 2020 Council meeting and will then go to Congress. He urged members not to wordsmith the document at this point, but rather to focus on what is lacking or what needs stronger emphasis.

The PPC Chair quoted the following specific thoughts emanating from the PPC discussions:

- The CEM Chair thought that there should be a stronger strategic vision, one that would pervade all other areas of the Programme.
- It's important to align the three key processes which are currently taking place: the 2020 Congress, preparation of the next quadrennial Programme and work on the post-2020 global biodiversity framework.
- PPC members are confident that the four areas defined in the Programme are the right ones, although one adjustment was suggested. The use of the word 'institutions' in Programme Area 4 *Inclusive and Equitable Natural Resources Institutions* could convey the wrong idea. Not only is the Programme talking about large agencies, but all membership. The suggestion was made to use 'governance' instead of 'institutions'.
- Although there were originally six programme areas, PPC was asked to reduce the number and members are happy with this. The draft is a step forward in the right direction.
- Some members of PPC felt that freshwater should be added as a fifth area. However, consensus was not to add this, as it is too difficult to separate freshwater from terrestrial ecosystems.
- There is still time to refine and polish the Programme. Finding the correct titles and words, as well as the best language to reach out to readers, can all take place until final publication.
- PPC felt that there also needs to be a stronger focus on people, as partners. We, as a people who are meant to actually carry out what the Union is meant to do – protect nature and support sustainable use.
- There are two amendments on the table. The first, which has already been agreed, will include Youth as a new chapter 4.5. The second, which is still in idea form, would be a new chapter on Union inclusion and Union evolution. This would concentrate on demonstrating the interlinking work of the Secretariat, Commissions and membership, reinforcing that this is the guiding principle for the Union.

The following comments were made during the discussion:

- In response to a question for clarification as to when the new Programme would begin, Cyrie Sendashonga, Global Director, Policy and Programme Group, explained that the new IUCN Programme always begins in the year following its approval by Congress and ends at the end of the year in which the next Congress takes place. Council would look at and evaluate the 2020 objectives at its October meeting. This needs to be made clear to Members at Congress.
- Several members of Council expressed the opinion that there is an urgent need to give a voice to the issue of freshwater and freshwater ecosystems, which figures prominently in the recent Global Biodiversity Outlook report. The amount of available freshwater is shrinking, many cities are being threatened by the lack sufficient water resources, especially in Africa, and the cost of treating contaminated water is high. IUCN should increase its work in the catchment areas which can help forests and foster healthy ecosystems. Healthy ecosystem = healthy people! The President reiterated the importance of water as it has figured prominently in conventions since 1980 when the concept of sustainable development was created by IUCN, WWF and UNEP. The first environment and development conference in 1992, followed by UNFCCC, the CBD and UNCCD continue to place emphasis on water.
- Council was encouraged to see that the PPC had included a new section 4.5 on youth in response to concerns raised by several Councillors. It is hoped that this section will be retained, in line with WCC-2012-Res-008 adopted at the Jeju Congress on increasing youth engagement and intergenerational partnerships throughout the Union. Treating the issue in a box at the end of the document, in between technology and media communications, is not the way to give this important subject the emphasis it needs. A request was also made to set up a global indicator on youth, as a way to increase the number of projects that include youth and encourage more attractive intergenerational partnerships. There was also a request to create a new unit within the Secretariat to deal with youth, and although funding will be necessary this should be a question of priorities.
- The new Programme should be aligned with post-2020 thinking, although it is not clear how to make this more concrete. Discussion and thinking around this needs to ramp up.
- An error was pointed out in the PPC report; Programme Area 3 is Healthy CLIMATE. Also, when considering these areas, the idea that the work is being done for nature, people and future generations needs to be highlighted up front, not buried in the text.
- The Chair of WCEL pointed out that the WCEL Steering Committee, in collaboration with the Environmental Law Centre, had sent in a suggestion for alternative language for Programme Area 4, including the title. He was also surprised to in the PPC minutes that an alternative title had been suggested by the Chair of CEESP. He agrees with the comment made that 'institutions' is too narrow and he would move toward 'governance'.
- Environmental defender threats have become very common and this subject needs to be addressed in the Programme, particularly around the environmental rule of law. Enforcement and implementation need to be stressed,

as the problem is not the lack of laws and policies, but their implementation. The previous Programme title was more to the point as it spoke of 'effective implementation'.

- Given that conservation is always looking for new partners, another suggestion sent to the Secretariat was to recognise somewhere in the Programme the current and potential contributions made to conservation by the disabled and elderly, who can also play a significant role in advocating for nature.
- The emphasis on freshwater is important, but it should be emphasised in one of the four areas using the word 'water', as this is a term commonly understood around the world, unlike some other conservation terms that are less well known and understood by the general public, e.g. mitigation.
- One Councillor recalled SDG 14, which covers life and water. From the English to the Spanish translation, the notion of 'fresh' has been lost and therefore all freshwater ecosystems have been excluded, despite the fact that they are menaced with high species loss.
- A Councillor drew attention to the fact that a new IUCN blog called Crossroads contains an article dealing with family planning, and he reminded Councillors that a motion on this subject was rejected at the last Congress as being outside the purview of IUCN. His view is that the Programme is too inward focussed, and doing some radical thinking with a new mind-set might give rise to new solutions to the biodiversity crisis. IUCN should start discussions with the health and education sectors, as well as with rural women and girls. Providing family planning to rural women and girls might be the most powerful tool of all for the environment, and a strategy or mechanism to begin this dialogue should be included within the Programme. Any motions on this subject submitted to the forthcoming Congress should be given due consideration.
- Thinking needs to be on a systemic level, as all parts of ecosystems are important and they cannot be treated separately. Looking at cultural and sociological systems could be one way to move towards some radical thinking and a new mind-set.
- While freshwater is critical to landscapes and ecosystems, indeed to life on Earth, the Programme does not mention the risks involved. It gives the impression that IUCN has a magic wand to fix everything, yet we only contribute to reducing the risks. This should be made clear in the Programme. An element of innovation should also be added to the Programme.
- One Councillor mentioned that reproductive health is part of some of our Members' work, and agreed that IUCN needs to be open to this and find ways at the next Congress to leverage the Members' work being done. Donors are also looking at this issue; USAID has provided funds, as have other donors, and Councillors were urged to speak up on behalf of his work.

Responding to questions and points raised by Council members, the following points were made:

- The PPC Chair thanked Councillors for their concern about the issue of youth, and presented the youth statement for all to see. He further confirmed that there is wide agreement that Youth should be included in the Programme under chapter 4.5.
- Acknowledging the need for strong alignment of the Programme with thinking on the post-2020 global biodiversity framework, the PPC Chair reiterated that work on this aspect of the Programme can continue until January/February 2020. This cannot be completed at the moment given that many of the necessary materials are lacking, including the IPBES report that will come out in May.
- The issue of freshwater was discussed in the PPC and its importance was recognised; however, the aspect discussed was more about the management of water. While essential for life on Earth, the feeling was that it would be better to include it in the area of resilient landscapes. It could be strengthened in area 1 or refocused in area 3, but adding another area would lessen the focus on all areas. The Union would be more divided in delivery of programme areas, and this might be a risk.
- The DG commented that in her travels, she hears from many Members, all of whom have different interests: water, desertification, forests, mountains. The draft Programme has therefore tried to deal with the land surface and the oceans surface, along with what lies under each. Her opinion is that PPC has dealt with these concerns, and that the simplicity yet comprehensiveness should be maintained.
- The PPC Chair thanked Councillors for their comments, reiterating that the PPC has indeed recognised that freshwater is important. Regarding other points made, he stressed that there is still time to work on the Programme.
- The President requested that Council and the Secretariat find the proper way to deal with youth.

#### **COUNCIL DECISION C/96/8**

The IUCN Council,

*on the recommendation of the Programme and Policy Committee,*

welcomes the progress made in the development of the IUCN draft Programme 2021-2024;

requests the Secretariat to prepare a revised version of the document incorporating new feedback received during this Council; and

agrees that, after endorsement by the Programme and Policy Committee, the revised version be used as the basis for further consultations with IUCN Members and constituencies at Regional Conservation Forums and other means of soliciting comments.

**Agenda Item 6. Report of the Congress Preparatory Committee (CPC)** [*Council document C/96/6/1 Report of the Congress Preparatory Committee to Council*]

**Deadline for receiving nominations for Regional Councillor, President, Treasurer and Chair of a Commission**

The Chair of CPC, Jennifer Mohamed-Katerere, explained that, in accordance with the Regulations, Council establishes the deadline for receiving proposals and nominations for election candidates. In response to a question when the nominations process would be open, the CPC Chair explained that the GCC is preparing the approval of the TORs for the elected Council positions in time to enable the launch the Call for nominations before the first Regional Conservation Forum (RCF) would be held.

**COUNCIL DECISION C/96/9**

The IUCN Council,

*On the recommendation of the 2020 Congress Preparatory Committee,*

Decides to set the deadline for receiving proposals for President, Treasurer and Commission Chairs and nominations for Regional Councillors at 11 December 2019, 13:00 GMT.

**Appointment of the 2020 Congress Election Officer**

The CPC Chair reminded Council that the TORs for this position had been approved at a prior Council meeting. The CPC recommended Denise Antolini, esteemed professor of law at Hawai'i and Deputy Chair of WCEL.

**COUNCIL DECISION C/96/10**

The IUCN Council,

*On the recommendation of the 2020 Congress Preparatory Committee,*

Appoints Prof. Denise Antolini as Election Officer.

**Registration fees**

The CPC Chair presented the CPC recommendation for Congress registration fees. Considering previous discussions to integrate youth into the work of IUCN to a greater degree, she highlighted the low global fee (200 EUR) for youth and the low daily fee for French students, the latter suggested by the Host Country which has considered youth a priority from their very first proposal to host the Congress.

In response to a query from one Councillor as to why all youth were not eligible for the same price, Enrique Lahmann, Congress Director, explained that youth already had a more than 50% reduction when compared with the Member price and a reduction of 75% when compared with general participation. The nominal daily rate for French residents was also pointed out, explaining that the Host Country considers this a means to bring their citizens into the biodiversity discussion. By way of clarification, it was explained that those registered for the whole Congress may attend the Members' Assembly in addition to the Conservation Forum.

In response to the question what was the estimated budget resulting from registration fees and what the historical figures showed, Enrique Lahmann, Congress Director, explained that there were three main sources of revenue for Congresses: a significant contribution from the Host Country; IUCN revenue (the staff time of non-Congress staff and core allocation); and fundraising efforts. The fundraising target for this Congress is 5.2m CHF, which comes from selling booth/presentation space at the Congress, registration fees and other sources. Based on the last three Congresses, it is estimated that about 2m CHF will come from registration fees, representing roughly 40% of the total fundraising budget. It is thought that as much as 2.5m CHF can be raised through registration fees, although 2m CHF was retained in the budget to be conservative. Enrique Lahmann recommended that Council accept the CPC proposal, as much work and analysis had gone into setting the fees, and this is a conservative estimate. He also mentioned that when compared to other conventions, these fees are significantly lower.

The President expressed his view that this Congress could generate more revenue than in Hawai'i because of its location in Western Europe which will make it accessible to far more people and the event is unique in that it's being held in the birthplace of IUCN. He raised the possibility that a lower fee could attract more people. Another idea that might generate more revenue would be a sub-division of the general fee, taking into account that the general public is mainly interested in the Forum. He was not recommending a lower price for the general fee, but that the tickets be packaged differently. He suggested to approve the CPC's recommendation and to give space to the Secretariat and CEC to market the Congress and if necessary propose to CPC to adjust the decision.

Several Councillors pointed out that while these fees are lower than other conventions, they are still very high for some regions and constituencies, especially youth. A fee of 200 Euros could be prohibitive, especially when adding the cost of transportation and accommodation. A suggestion was made to give the rate offered to French youth to all youth, thus promoting increased interaction among youth across the globe. Another suggestion was to ask the regional offices to investigate ways to allow youth to interact with the Congress on specific issues via Internet. The point was then raised that there are subsidies available for IUCN Members (not Commission members) from lower income countries, and the DG confirmed that bringing as many sponsored delegates as possible to the Congress is a priority of the Secretariat; for Hawai'i there were 512.

There was some discussion surrounding the price of one-day tickets, as several one-day tickets would be more expensive than a global ticket. Council was informed that this fee was set by the French government, who would more than likely know their market, having learned much from recent conferences and in particular COP21. The DG added that for the last Congress, the one-day ticket was predominantly used for school children and the same thing could be expected for this

Congress. One Councillor expressed the view that this Congress should be run like a business, as it is vital to IUCN's financial security. Another Council member reminded Council that an IUCN Congress presents an opportunity to receive additional funds for the organisation, and that any surplus generated provides unrestricted funding for the following years.

The CPC Chair concluded that the need to find a solution to support key constituencies, such as youth, getting to Congress had been duly noted, but a reduction of fees only would not do this, given the necessity for transportation and accommodation. While the CPC committed to investigating the issue of how to support specific constituencies including youth, the CPC Chair appealed to Council and the Secretariat to tackle the question as well. As for running the Congress as a business, the CPC Chair informed Council that the Host Country understood IUCN's need to break even, but cautioned members to avoid referring to the Congress as a business. France using public funds, the DG stated that the issue of taxes would come into play if this was considered a business.

The Chair of CEC said that while the desire was to generate revenue, if the price of the Congress was set too low, its perceived value would decrease. He suggested that Council approve the recommendation but concentrate on raising extra funds to ensure that other constituencies like indigenous peoples could be subsidised and brought to Congress.

#### COUNCIL DECISION C/96/11

The IUCN Council,

*On the recommendation of the 2020 Congress Preparatory Committee,*

Approves the registration fee schedule (Table 1) for the IUCN World Conservation Congress 2020.

Table 1

FEE in EUR	Early bird (up to 11 Mar 2020)	Standard (from 12 Mar up to 11 May 2020)	Late (from 12 May 2020)
Members, Commission members & National/ Regional Committee representatives	540	680	780
General	840	1'050	1'200
Youth	200	200	200
Accompanying persons	180	180	180
<b>Day Pass (1 day max per Person)</b>			
Youth residents of France	30	30	30
Residents of France	40	40	40
Residents outside of France	150	188	216

The CPC Chair then requested the Secretariat to propose to CPC mechanisms to ensure that certain constituencies have access to the Congress.

#### Gender mainstreaming strategy for IUCN events

The CPC considered three gender-related documents that the DG had approved: an anti-harassment policy, a gender mainstreaming strategy for IUCN events, as well as a strategy for gender-responsive World Conservation Congresses. An amendment to the latter was made by the CPC, as the text asked for 'balanced composition', which was elsewhere defined as 50% women and 50% men. This balance was thought to be too difficult to achieve especially as it did not depend totally on them, and therefore the wording was changed.

#### COUNCIL DECISION C/96/12

The IUCN Council,

*On the recommendation of the 2020 Congress Preparatory Committee,*

Endorses the strategic objectives of the Gender mainstreaming strategy for IUCN events

"4. IUCN events will

- a. Promote and strive for equal participation of all men and women as well as equitable interventions/speaking time;
- b. Strive for gender parity in selection of speakers and composition of panels;
- c. Put in place measures that allow all attendees to experience an event free from any harassment;
- d. Prevent sexism and combat gender stereotypes to ensure that gender inequalities are not perpetuated;
- e. Ensure that a gender perspective will inform session planning; and
- f. Promote and advance IUCN's work and policies on gender in conservation and sustainable development." and

Approves the Strategy for gender-responsive IUCN World Conservation Congresses (**Annex 6**) with the following changes:

"[...] The IUCN Council will

17. Submit proposals that promote gender parity in composition of Congress Committees to the Members' Assembly for approval; [...]."



## Congress themes

The Chair of CPC presented a list of proposed Congress themes, pointing out that there is a significant overlap between these themes and the programme areas of the new IUCN Programme. The committee had decided to add freshwater to the themes. "Frontiers of Conservation" was also added, as a way to push the conversation to an emerging area which was not discussed enough; technology can fundamentally change how we respond to the environment and innovation is critical to conservation solutions. The CPC recommended that 'Post-2020' be a journey that was imbedded throughout these themes; it will be tracked through the Programme and highlighted so that at end of Congress, our thoughts, resolutions, objectives in relation to the post-2020 agenda could be formulated. The Chair suggested deletion of 'cross-cutting' in front of journey because this idea must emerge very strongly through the thematic areas as distinguished from other cross-cutting themes. Under Cross-cutting issues, there is a correction to 'influence important stakeholders' that should become 'influence and collaborate with'; this came about when looking at the French governance of this Congress, as they continually stressed collaboration rather than just influencing. The Chair thanked the CEC and Marc Magaud, Forum Manager, for their help in formulating the themes, reiterating that both the theme titles and the accompanying explanatory text could be elaborated to make them snappier until they were published.

The following discussion ensued:

- There is a need to show how these themes link to the Programme, and ensure that there are no contradictions between the two. Further work on these themes should take into consideration the structure of the Programme, moving to the top of the list those themes that are the most closely linked to the Programme.
- The theme 'Finance' could be too broad, and it might be better to change it to 'Economics and Finance', given the increasing importance of economic mechanisms in conservation. One Councillor further elaborated, saying that conservation finance is often considered to be about addressing the gap in the funding needed for conservation. However, the use of economic tools is very important as they allow a more direct movement of costs to the people causing the harm. Another suggestion was made to include the concepts of 'capacity' and 'people' in the Finance theme. The CPC Chair acknowledged the points raised, explaining that the CPC was trying to focus on creating a mind shift in how we think about finance – seeing finance for conservation not as a cost but as an investment.
- In the theme regarding 'governance and rights', the Chair of WCEL suggested 'rights and governance'. Also, borrowing from the draft Programme, he suggested adding 'effective' to 'rights and governance'. He also suggested including 'Environmental rule of law' as the umbrella concept.
- Environmental defenders also need mention.
- Several Councillors expressed their view that agriculture should be included as one of the themes. The CPC Chair responded by saying that agriculture and food security were both reflected in the theme on land and landscapes, as the CPC was considering landscapes to mean 'working' landscapes.
- Because Congress themes will be further refined in an ongoing process, titles will be defined by the content. The Decision therefore shouldn't say 'finalise' the theme but instead 'develop' theme labels.
- 'Guaranteeing' water security as one of the titles is a bit pretentious. This is a huge challenge and we should not lead others to think that IUCN can accomplish this.
- Another idea to consider is renewable energy which is very important for pollution prevention, reduction of the use of fossil fuels, and such.
- Although it's not possible to include everything from the Programme in the Congress themes, some thought might be given to presenting cross linkages that combine several elements, e.g. the nexus of water, food, energy and space.
- The IUCN Programme, the content of the Congress and the key messages to the COP in China on the post-2020 agenda should be aligned. The CPC Chair stressed that this needed to be brought up as a thread throughout the whole Programme and not be treated as a cross-cutting theme.
- In response to the question how broad we wanted to get with our themes, the Chair of CPC cautioned about having themes that are too broad. We needed to know what we wanted to come out of this Congress. Is the Congress a place to hear all voices or a place to find solutions around key issues? She would take these questions back to the CPC.
- Urban issues which were missing from the themes, could be included in the first theme on land and landscapes.
- Nothing has been included about energy security. The CPC Chair agreed that energy was a critical issue, adding that France was also interested in this. However, she reminded Councillors that Members at the last Congress voted NOT to include energy in the Programme.
- Perhaps ecotourism should also be included as a cross-cutting theme.
- The Chair of the CEC reminded Council of the need for a consistent set of messages going into Congress. As a communicator, he was happy with the current status. Looking at the high-level messaging, the themes were consistent at an 80–90% level. Since there was text associated with each theme, this provided the opportunity to further enhance or be more specific. The Chair of CEESP reminded Council that the themes will be driven by what Members want to present; if Council felt that something important had not been reflected, they could reach out to Members.

The Chair of CPC thanked Councillors for their comments and suggestions, and told them to feel free to send her any further comments on topics that might be missing. She, however, pointed out that there was space for only seven themes, underlining to Councillors that this list of themes was a work in progress. The final list must be published on 2 May 2019 when the Call for proposals for Forum events was going to be issued.

The President reiterated the comments of other Councillors who had thanked and congratulated the CPC for their excellent work during this short period. He then thanked the Committee, the Congress team, and the Secretariat for their collaboration, as well as France for all its support in the work of the CPC.

#### **COUNCIL DECISION C/96/13**

The IUCN Council,

*On the recommendation of the 2020 Congress Preparatory Committee,*

Approves the seven themes of the Congress and "post-2020" as cross-cutting journey (**Annex 7**), and

Authorizes the CPC to develop the theme labels to ensure they are published in time to allow for launch of the Call for proposals for the Forum by 2 May 2019.

#### **Observers**

#### **COUNCIL DECISION C/96/14**

The IUCN Council,

*On the recommendation of the 2020 Congress Preparatory Committee,*

Decides that all organizations with which IUCN has formal working relationships established by 30 April 2020 be eligible to be observers to the Congress and shall be issued with a recognition card for the right to speak providing they have duly completed the accreditation process.

#### **LUNCH – Presentation of regional and global programmes**

Mason Flynn Smith, Regional Director – Oceania Regional Office (ORO) and Alvaro Vallejo Rendon, Regional Director – South America Regional Office (SUR) gave presentations on their respective regional program.

#### **Sunday 31 March 2018 from 14:00 to 18:00 – FOURTH PLENARY SITTING**

#### **Agenda Item 6. Report of the Congress Preparatory Committee (CPC) (Continued)**

Jennifer Mohamed-Katerere, Chair of CPC continued with the report of the CPC by introducing items for information. The first was a look at the kinds of activities that have been suggested for Congress. Two innovative ideas have been introduced, for which some creative thinking will be necessary. One is 'Breakfast with' – an event in which young people can meet with a leader whom they admire. The second idea is that the high-level dialogues should be with 'movers and shakers', for instance Greta Thunberg. The Chair then concluded her report by commending the Secretariat on their work in drafting a strategy for engagement with next generations.

Discussion then revolved around the 2020 Congress timeline, brought up by one Councillor with concerns that Members may not be able to take full advantage of the RCFs if they did not take place between May and August, ending coinciding with the Council-approved period for the submission of motions ending on 28 August 2019. However, in the current version of the timeline, RCFs will be taking place through to the end of September.

Global Director, Union Development Group, Enrique Lahmann explained that the timeline was designed primarily to impart to Councillors the many different processes and events (motions process, nomination process, etc.) that need to take place in the run-up to the Congress, and it reflects statutory deadlines that have already been set in addition to current information available. While every effort has been made to have the RCFs coincide with the motions process, the Secretariat recognises that there are other mechanisms available to Members to discuss motions. In fact, after motion submission, there will be an online discussion period. Moreover, Article 68 of the Statutes states that RCFs can be convened either by Members or Council, not by the Secretariat, and there is no mention of a specific timeline. It was again emphasised that the current timeline is simply a reflection of reality, and is adjusted based on information received.

The CPC Chair reiterated that it is Members who have the mandate to organise and set the dates for the RCFs, not Council or the Secretariat. The CPC is aware of this issue and they have already sent a letter asking one of the regions to do their best to set the most appropriate dates.

#### **Agenda Item 7. Reports of the standing committees of Council**

*[Note: In accordance with Regulation 59, the discussion in Council plenary was restricted to the issues of strategic importance presented verbally by the Committee Chairs. The written reports of the committees were approved together with the draft Council decisions not introduced verbally in Council plenary, unless a Council member requested to open the discussion on one or the other topic. However, for completeness, the decision approved without discussion in Council plenary are listed hereafter]*

#### **7.2 Report of the Programme and Policy Committee (PPC) [Council document C/96/7.2 - Report of the PPC to Council and slides available as C/96/7.2 PPT Report of the PPC to Council]**

Jon Olov Westerberg, Chair of the Programme and Policy Committee (PPC), began with congratulations extended to the Secretariat on the 2018 Annual Report and requested that the PPC comments included in their written report be taken into consideration for future annual reports.

### Update on the implementation of the 2016 Resolutions and Recommendations

With reference to the Secretariat's report to PPC on the implementation of the 2016 Resolutions, the PPC Chair noted that 87% had been initiated or were underway. He also noted that the number of Members involved in Resolutions was growing, which was encouraging given past discussions about the lack of Member engagement in this process. The Chair stressed that this report should be used at both Congress and the RCFs to enhance the understanding by all constituencies of the importance of implementation, since Resolutions underpin IUCN's work.

### Retirement of Resolutions (WCC-2016-Res-001)

In line with WCC-2016-Res-001, the Task Force on Resolutions Retirement, set up by the PPC, had been working on a list of Resolutions and Recommendations to retire. Their report shows that there are currently 534 resolutions still active and 771 that are inactive for various reasons. The Chair of PPC pointed out that should the inactive resolutions be retired, it will be necessary to have an archive ready and available on the Portal before the beginning of the motions process.

#### COUNCIL DECISION C/96/22

The IUCN Council,

On the recommendation of the Programme and Policy Committee,

Approves the final list of the Resolutions and Recommendations to be retired provided by the Task Force on Resolutions Retirement to be submitted to the Members Assembly at the IUCN World Conservation Congress 2020 for endorsement;<sup>1</sup>

Also approves the deployment and launch of the archive prior to the opening of the online motion submission process for the IUCN World Conservation Congress 2020 in May 2019.

The PPC received a presentation on the work of the Post-2020 Global Biodiversity Framework Task Force and had noted the necessity to align work on this framework with that of the IUCN Programme.

### Task Force on WCC-2016-Res-086 (Synthetic Biology)

The Chair of PPC praised the excellent report which the PPC had received from the chair of the Task Force on Synthetic Biology. The exceptional world-class work that's been done by the task force is witnessed in the draft of the IUCN Policy on Synthetic Biology and Biodiversity Conservation, which the Chair encouraged Councillors to read. Council approved the decision below (one abstention).

#### COUNCIL DECISION C/96/23

The IUCN Council,

*On the recommendation of its Programme and Policy Committee,*

Takes note of the report "Genetic Frontiers for Conservation - An assessment of synthetic biology and biodiversity conservation"<sup>2</sup> prepared pursuant to WCC-2016-Res-086, and

Endorses the draft IUCN Policy on Synthetic Biology and Biodiversity Conservation developed on the basis of the Technical Assessment before it is submitted to the IUCN Membership as a Council-sponsored motion for discussion at the Regional Conservation Fora. (Annex 14)

### Urban Task Force and Climate Change Task Force

The PPC Chair made brief comments on the reports to PPC from these two task forces. The PPC took note of the recommendations of the Urban Task Force on a range of activities they would like to propose for Congress to ensure that the urban agenda is included. The report additionally recommended that a Council-sponsored motion on the urban-nature agenda be developed. The Climate Change Task Force report to PPC pointed out the urgent need to strengthen IUCN's role in addressing climate change, emphasising the need to leverage and build on what IUCN Members are already doing. Task force members had also agreed on the need for additional capacity on climate change within the Union. An inter-Commission working group had been set up by the Commission Chairs to work on climate change, in order to consider the need for and timing of establishing a new seventh Commission dealing with this area.

### Private Sector Task Force

The Private Sector Task Force report was partly covered under agenda item 4.3 on the Brumadinho catastrophe. A discussion ensued around the draft decision requested from Council. The DG pointed out that IUCN does not usually vote NOT to do something; a negative formulation as in the first paragraph of the draft decision could set a precedent and lead to other such decisions about activities NOT to carry out. In any case, the guidelines for the policy of this task force clearly set out all the activities in which IUCN is NOT to engage. The Chair of the Private Sector Task Force explained the origin of the contested paragraph was the TF's understanding that Council had requested advice whether to intervene in this case. In his view, the paragraph could be removed.

Opposing opinions on this issue were expressed by Councillors. Some favoured deleting the first paragraph and others expressed the strong desire to make a statement about the Brumadinho catastrophe and therefore wished to include mention of it in this decision. Not only were many lives lost, but since IUCN's core mission is to conserve the environment,

<sup>1</sup> The 771 Resolutions and Recommendations "archived" on the basis of Council decision C/96/22 can be viewed in the IUCN's Resolutions and Recommendations database by clicking on "archived" in the drop-down menu under "Status":

<https://portals.iucn.org/library/resrec/search>

<sup>2</sup> Annex to Council document C/96/PPC47/5.1

the Union should make a statement to the world about this environmental catastrophe. Several Councillors felt that this paragraph should be retained because it protects IUCN from risk, yet shows that the Union is thinking of the issue for the future. Regarding risk, the DG stated that there was no intention on the part of the Secretariat to engage in the situation, and that this would indeed be impossible given that decisions need to go through the Private Sector Task Force first. One Councillor reiterated that risk is minimal because IUCN has a limited advisory role in the Rio Doce Panel, which had been proscribed anyway from working with Brumadinho. Another Councillor suggested replacing the first paragraph with IUCN's condolences, although the DG reminded Council that on 30 January 2019 she had issued a statement about the event and therefore felt there was no need to repeat this.

The discussion was concluded with the suggestion to amend the first paragraph, as reflected in the revised decision below.

#### **COUNCIL DECISION C/96/24**

The IUCN Council,

*On the recommendation of the Programme and Policy Committee,*

Expresses its deep concern with the loss of lives and the environmental damage following the Brumadinho tailings dam collapse;

Further expresses its solidarity with everyone impacted by the Brumadinho tailings dam collapse;

Encourages IUCN and the Rio Doce Panel to continue to share technical and scientific knowledge on appropriate environmental and social responses to the collapse of tailing dams, both within and outside of IUCN.

#### **Council motions for the 2020 Congress**

The PPC Chair then discussed the need for Council-sponsored motions, and presented a list of eleven potential motions. Half result from earlier resolutions, the others are in areas that PPC has identified as being important. PPC recognises the need to align this list of motions with others that might be suggested by GCC and FAC. The Council Secretary pointed out that there were no suggestions included in the GCC and FAC reports, so Council could vote on it immediately. He further pointed out that the GCC might later in the year develop motions amending the Statutes, but these would follow a different process described in the Statutes. He then suggested that Council adopt the same process as for 2016, i.e. that it requests Bureau to approve the final versions of the Council motions submitted by the PPC. The decision below reflects the change in process. One Councillor raised the point that the last two Congresses had not resolved the issue of new membership categories for cities and municipalities, and he urged the GCC to consider this issue when looking at the urban-nature motion.

#### **COUNCIL DECISION C/96/25**

The IUCN Council,

*On the recommendation of the Programme and Policy Committee,*

Notes that the following subjects for Council-sponsored Motions are proposed to be prepared for the IUCN World Conservation Congress 2020:

1. IUCN Policy on Synthetic Biology
2. Retirement of Obsolete Resolutions
3. Post-2020 Global Biodiversity Framework
4. Red List of Ecosystems
5. Nature-based Solutions Standard
6. UN Decade of Ecosystem Restoration
7. Urban-Nature Agenda
8. IUCN Policy on Natural Capital
9. Conservation and Human Rights
10. Climate Change and Biodiversity
11. Sustainable Agriculture and Food Systems

Requests the Bureau to approve draft Council motions on the proposal of the Programme and Policy Committee in due time to allow their submission by 28 August 2019.

The Chair of PPC concluded his report by informing Council that the PPC had agreed to set up a task force for human rights and the environment, and had asked CEESP to prepare TORs. For details of all other issues raised during the PPC meeting, he referred Councillors to the written PPC report.

#### **7.1 Report of the Governance and Constituency Committee (GCC) [Council document C/96/7.1 rev Report of the GCC to Council; and slides available as C/96/7.1 PPT GCC Report to Council]**

Jennifer Mohamed-Katerere, Chair of GCC presented a brief overview of the written report which had been circulated to Council members, reporting in more detail on the following topics from the report:

##### **Including subnational authorities in IUCN (WCC-2016-Res-003)**

The Working Group (WG) established by Council as required by the Resolution, had given a definition of what subnational governments were: it was a broad, inclusive definition that referred to all levels of subnational government below the national level, thus providing a uniform definition for any given State (including cities and municipalities). Although the longstanding concern had centred on the possible dilution of the position of States, the proposed model would use a precise

mathematical formula to prevent this. States could not be out-voted, nor would there be an impact on the NGO house and its voting power. Using the definition, the WG proposed a new sub-category for subnational governments in (voting) Category A. The GCC Chair explained that this category had been set up such that the relationship between sub-categories A1, A2 and A3 maintained a ratio of 3:1:1, thereby retaining the weight of State Member votes. To avoid any subsequent confusion, it was important that this proposal be explained to Members in detail at the RCFs.

The following points were made during the discussion:

- Has the definition taken account of what exactly the term 'government' means, as it can mean different things in different States? Amran Hamzah, Chair of the Working Group informed Council that the WG is aware that there can be many different definitions of subnational government, but the one they settled on was as simple as possible while still being able to recognise all levels of government under the national level, in as many of the diverse systems in the world as possible.
- A follow-up question was made as to whether or not the committee had considered the three mandates for governments: legislative, executive and judicial, and a suggestion was made to draft an operational definition of 'subnational government' that could accompany this decision.
- The concern was raised again about the voting system within the government house and additionally about upsetting the balance between the government house and the NGO house. Enrique Lahmann, Global Director, Union Development Group explained that currently each State Member has three votes; if the State has one or more government agencies, one vote goes to the agency/ies collectively. In the WG proposal, the members of each sub-category in the government house have one vote and all votes in each sub-category are added together. A mathematical formula calibrates the weight of each sub-category according to the ratio 3:1:1, thus conserving the power balance within the government house. He hoped that Council will take note of the lessons learned from creating a Member category for IPOs, which succeeded at keeping the balance between the government and non-government houses. Concerning the balance with the NGO house, the GCC Chair explained that a simple majority is required in each house in order to adopt decisions, so this new category would not influence the power between the houses.
- Council needs to engage with State Members before Congress, so some thought needs to be given to how to do this. Also, this touches on constitutional issues, bringing up the question, for instance, of who has the right to represent a country, so attention needs to be given to this.
- It is crucial to brief Members at the RCFs, as the concept is very difficult to explain. It is imperative for Council to have a simple and convincing explanation of this issue in order to get buy-in from Members.

The DG provided some background to this issue and reminded Council of the sensitivity of the discussions that took place in Hawai'i, with several Members being averse to the idea because of the current state of their governments. Members have nevertheless decided once again to bring this to Marseille, even though it's been voted down at the last two Congresses.

The President gave his view that Council, with only 14 months to go before Congress, shouldn't disrupt too radically the status quo. On the other hand, there has been a lot of work done on Resolution WCC-2016-Res-003, and we should continue this work, especially bearing in mind that we have unique convening power. We can help central and local governments to work with NGOs to find converging interests; when local governments begin to work, things start to happen and impact is great. It is crucial to find the right balance in the government house.

The Chair of GCC assured Council that the WG have been working to find a good balance at all these levels, but that after a decade of trying to solve the problem, their goal is to find something that will be acceptable to most Members. They are prepared to go to the RCFs, listen and come back to the drawing board, but there needs to be a point at which it becomes clear whether this is implementable or not. This is a work in progress and there's still time to work on it before presenting a definitive proposal to Council.

#### **COUNCIL DECISION C/96/15**

The IUCN Council,

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

Approves the proposal of the Working Group established pursuant to WCC-2016-Res-003 for the purpose of consulting the IUCN Members online and during the Regional Conservation Forums to be held in 2019. (**Annex 8**)

#### **Possible modification to the term 'Regional Councillor'**

Further to discussions at the 95<sup>th</sup> Council meeting, the GCC Chair reiterated that the work taking place on a possible modification to the term "Regional Councillor", including possible amendments to the Statutes, is an attempt to give due recognition to their global role and allow them increased visibility. Several options have been discussed, but the intention during this meeting was to obtain consensus in the GCC on a first step forward, rather than present numerous options.

Discussions have revealed that Councillors consider their role to be both regional and global, despite the numerous references to 'regional' found in the Statutes. The GCC has proposed wording that attempts to recognise both of these roles. Article 38 describes different members of Council: in the current version, 'Councillors' as ordinarily used, are composed of Regional Councillors, a Host Country Councillor, and an appointed Councillor, and at the legal level, all members of Council are Councillors. However, the GCC's view was that in ordinary usage, 'President' and 'Treasurer' have particular designations, and are not usually referred to as 'Councillors'. Likewise for the Chairs of Commissions. The collective term proposed in this amendment will help those Councillors nominated by statutory regions to elevate their role and allow them to be seen as having a global function. In reality, their role is already global, so this is merely a shift in



perception, but would constitute a first step. The second step is to consider the clarification of roles of the Regional Councillors. Given that the governance review has requested increased clarity on the roles of those elected to Council positions, the GCC discussions at this meeting should be taken into consideration as they more clearly describe the functions. The Chair emphasised that this is a progress report that will form the basis for a discussion at the RCFs.

The Chair of WCEL expressed the opinion that the IUCN Council is no different from other legislative bodies in which, for example, a Speaker of the House is still a member of congress. Likewise, the IUCN President and Treasurer are also members of Council, so everyone should just be called a Councillor. The term 'regional' refers to the election process. The Swiss Councillor is different, not because of his political position, but because of the process through which he came to Council.

Several Councillors concurred that while it is important for Councillors to take a global view of the work of the Union, it's also important that they bring both regional perspectives to the work of the Union and promote the work of the Union in the regions. One Councillor further emphasised that all Councillors represent the Union, and not specific regions, and suggested that 'regional' be deleted. The point was raised that the Legal Advisor had sent a very clear paper on the legal ramifications of changing the Statutes in this way, and consensus was that it is better to keep the term 'Regional Councillor'.

The GCC Chair continued by saying that what she has presented is what is emerging as a common understanding, although she conceded that multiple interpretations and multiple legal options exist. The GCC looked at the option of deleting the term 'Regional Councillor'. However, when consulting the Statutes with the Legal Advisor, it was deemed that this would be too complicated to do, given that the term appears some 40 times. The committee then looked at how to describe and distinguish between the three categories of Councillors: they suggested multiple formulations of the category which is elected by the regions, but were unable to come to a consensus; it would involve intricate Statutory reform. As a result, they moved from a focus on the terminology to a focus on the function, in other words, moving toward creating greater clarity in the Statutes about the global function. However, this was not the concern of the main supporters, but rather one of perception. The GCC considers that the current proposal to amend Article 38 of the Statutes recognises that everyone is a member of Council, although some acquire this status from function, some from electoral procedure, and some from the two together. She acknowledged that this will certainly come up in the RCFs and she further encouraged the Chair of the WCEL to see if there is a simpler solution.

The President reiterated that we need to find the right balance between the requirement that Regional Councillors, on the one hand, consider the Union's global interests and not those only of their own regions and, on the other hand, have a responsibility to their constituencies who nominated them, to bring their views to the table.

#### **Improvements to IUCN's governance**

The GCC Chair informed Council that the Commission Chairs have been working on a procedure to harmonise the intra-Commission nominations process across all Commissions to give full effect to Regulation 30bis. There were two amendments accepted by GCC to the version presented at the 95<sup>th</sup> Council meeting: 1) when the Commissions' ad hoc committees present two candidates for the position of Chair, they will not be listed in order of priority; 2) the second pertains to the criteria for the qualifications of Commission Chair and would allow Commissions to provide additional brief criteria for the position in addition to those adopted by the Council.

#### **COUNCIL DECISION C/96/16**

The IUCN Council,

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

#### **Proposal to establish an elected Indigenous Councillor position**

1. Modifies its decision C/95/12 (paragraph 10) to enable the GCC to prepare a proposal for Council consideration in October 2019 with the assistance of a task force of the GCC;
2. Requests the Bureau to approve, on the recommendation of the GCC, a concept paper for the purpose of consulting IUCN Members online and during the RCF.

#### **Procedure to harmonize the nominations process across all Commissions**

3. Approves the procedure for the in-commission selection of candidates for commission chairs (Regulation 30bis). (Annex 9)

#### **Possible solution to avoid that some constituencies are excluded from IUCN's Governance**

4. Approves the proposed amendments to the Statutes and the Regulations for the purpose of consulting IUCN Members online and during the RCF. (Annex 10)

#### **Criteria for the qualities required for elected positions**

The GCC is seeking endorsement for the process of approving the criteria for the qualities required for elected positions. Council's guidance for the election of candidates, the eligibility for nomination to Council of members of Council and the Secretariat, and the TORs for these positions need to be attached to the Call for nominations. However, based on the recommendations of the governance review that clarification is needed on the role and functions of Council positions, the GCC decided that the TORs require further reflection, and they are requesting approval for their work to be submitted to Bureau for discussion and approval in time to be attached to the Call for nominations in mid-May 2019.

#### **COUNCIL DECISION C/96/18**

The IUCN Council,  
*On the recommendation of the Governance and Constituency Committee,*  
Requests the Bureau to approve:

1. The qualities required for the elected positions;
2. IUCN Council's Guidance for 2020 Election Candidates; and
3. Eligibility for nomination to Council for members of Council and members of the Secretariat staff, in time to be attached to the Call for nominations to be issued by the Director General in mid-May 2019.

### Evolution of IUCN membership

IUCN membership continues to grow, with a 6% increase over the last four years. The total currently stands at 1,359 (not including the 21 applications waiting for approval), with an ever-changing composition due to the departure of some Members and the arrival of new ones. Since January 2015, 209 Members have left the Union including eight States, and 293 new Members have joined including seven States. There is a changing composition at the regional level and this, as well as statistics on trends, can be found on the portal; these should help Regional Directors understand the membership of their regions and take appropriate action where necessary.

### Membership applications

#### COUNCIL DECISION C/96/19

The IUCN Council,  
*On the recommendation of the Governance and Constituency Committee,*  
Approves the admission of 21 organisations and/or institutions applying for membership; (**Annex 12**)  
Defers the admission of Fédération Paysanne KAFO, Guinea Bissau, Sustainability for Nature Conservation, Yemen, AIGAE – The Italian Association for Professional Nature and Interpretive Guides, Italy and Commonland, the Netherlands to its next meeting; and  
Requests the Secretariat to seek confirmation from these organisations on the dues group corresponding to the annual dues they should pay;  
Requests the Secretariat to inform Fédération Paysanne KAFO and Sustainability for Nature Conservation of the deferral of their application pending receipt of the requested additional information.

### Change of Members' name

#### COUNCIL DECISION C/96/20

The IUCN Council,  
*on the recommendation of the Governance and Constituency Committee,*  
 Takes note of the change of name of five current Member organisations, as follows:

Member ID	Country	Previous name	New name
ST/567	Egypt	Academy of Scientific Research and Technology	Egyptian Environmental Affairs Agency
IN/25139	Germany	ICLEI - Local Governments for Sustainability	ICLEI - Local Governments for Sustainability - Africa, NPC
NG/573	France	Fondation Internationale pour la Gestion de la Faune (International Foundation for Wildlife Management)	Fondation François Sommer
GA/1153	Austria	Bundesministerium für Land- und Forstwirtschaft, Umwelt und Wasserwirtschaft (The Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management)	Bundesministerium für Nachhaltigkeit und Tourismus (Federal Ministry for Sustainability and Tourism)
ST/1210	Turkey	Ministry of Forestry and Water Affairs of the Republic of Turkey	Ministry of Agriculture and Forestry

### Amendments to the Regulations

#### COUNCIL DECISION C/96/17

The IUCN Council,  
*On the recommendation of the Governance and Constituency Committee,*  
*Pursuant to Council decisions C/95/11 and C/95/12.3,* noting that no comments or objections have been received from IUCN Members following the distribution of the proposed amendments in conformity with Article 102 of the Statutes,  
Adopts in second reading the proposed amendments to Regulations 29 and 40*bis* aiming to improve the motions process, and to Regulations 72 and 75 aiming to clarify the process for the renewal of the membership of the IUCN Commissions. (**Annex 11**).

### Template for the submission of motions and dates for the electronic vote on motions

At its meeting in Jeju in October 2018, Council approved proposed amendments for changes to the Rules of Procedure regarding the motions process. These amendments were approved by electronic vote of the IUCN membership. The template for the submission of motions now needs changing as a result of these amendments.

#### COUNCIL DECISION C/96/21

The IUCN Council,

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

1. Approves the template for the submission of motions; (**Annex 13**)
2. Decides that the electronic vote of IUCN Members on the motions shall be open on 29 April 2020 and close on 13 May 2020.

**7.3 Report of the Finance and Audit Committee (FAC)** [Council document C/96/7.3 - Report of the FAC to Council; the slides are available as C/96/7.3 PPT Report of the FAC to Council]

Marco Vinicio Cerezo, Acting Chair of FAC, gave a slide presentation of the findings and recommendations of the FAC (*the written report and slides will not be repeated hereafter*)

Following the report, one Councillor queried the number of legal actions against or by IUCN. The DG responded that these were reported to the FAC *in camera*.

The following draft decisions were approved together with the FAC's report:

**COUNCIL DECISION C/96/26**

The IUCN Council,

*on the recommendation of its Finance and Audit Committee,*

Decides that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy; and

Requests the Governance and Constituency Committee to present a formal proposal to Council or Bureau as soon as possible.

**COUNCIL DECISION C/96/27**

The IUCN Council,

*on the recommendation of the Finance and Audit Committee,*

approves the revised Risk Appetite Statement (Annex 15).

**COUNCIL DECISION C/96/28**

The IUCN Council,

*on the proposal of the Director General and the recommendation of the Finance and Audit Committee,*

requests the Bureau to approve the Audited Financial Statements for 2018 once the audit exercise is completed, noting that final approval rests with the 2020 World Conservation Congress as provided under Article 20 (d) of the Statutes.

After thanking the Chair and members of FAC, the President invited comments from Nihal Welikala, IUCN Treasurer, who split his remarks into the short term and long term. He began by referring to a 2016 document in which the Director General gave her views on the short-term outlook for IUCN. The Treasurer agrees that the situation is indeed a challenge, but it is not a crisis. However, the challenges are becoming greater, so he warned Council about being complacent.

The Treasurer continued with his view that there are four short-term risks with which IUCN must deal. The first is the budget. It is necessary to carry out an early reality check for the assumptions made when setting the 2019 budget in order to ascertain whether or not the budget is realistic and on track; this has already been scheduled for April. The second risk revolves around some of the sensitive numbers found in the financial accounts. There is a difference in project revenues and the corresponding receivables, and this must be tracked. Investment losses were substantial (900K CHF), one reason being that the reporting currency is CHF when most of IUCN's revenue is in Euros, and the other being that Switzerland is a country with negative interest rates. The investment policy should be reviewed as well. Although Swiss bonds avoid foreign exchange losses, the 2–3% gain may not offset the currency exchange risk. There is no gain without risk, but this should be tracked.

The number one risk for 2019 is data protection. Despite the relatively small number of attempts to invade the IUCN computer system as compared to much larger organisations, it is nevertheless a serious threat that must be taken seriously.

For the longer term, the Treasurer set out specific objectives for running the Union. First, there must be an appropriate level of reserves, which have historically been set at 25m CHF, although the current reserve stands at only 20m CHF. The more reserves available, the greater capacity an organisation has to confront risk; greater reserves also allow an organisation to expand. His recommendation would be to look at this again to discern what the reserve should be. The second objective is that revenue and expenses are balanced, which is not the case with IUCN. When large projects begin there are often expenses up front that can only be recuperated later. This difference needs to be estimated and included in the budget. Given that IUCN can only self-fund its growth through surpluses, it is even more important for revenue and expenses to be balanced. IUCN should be in growth mode, but the constraints in the Regulations make it difficult.

A strategy to map out how these objectives can be achieved was laid out in a paper by the DG entitled "Towards a relevant and stable IUCN" and discussed in the Bureau in 2016. The 'relevant' part of this title refers to IUCN's mission, while 'stable' refers to the ability of the Union's finances to actually finance this mission. This strategy was written in the context of declining revenues, and the Treasurer reminded Councillors that in 2020 the Union will be in a similar position with many of

its framework agreements needing renewal. Creating a 'stable' organisation with respect to finances included among other actions, moving the project portfolio from retail to wholesale and diversifying into private sector partnerships. While these are positive measures, there is nevertheless the need to deal with the issue of project revenue lagging behind costs. The Regulations stipulate that the Union breaks even each year, and there is a need to track this.

The Treasurer then went on to identify what he sees as the longer-term issues that FAC should consider: diversification. Should IUCN explore other opportunities in the private sector? Should the Union look at different national strategies? The organisation is highly dependent on European donors, so should it be exploring donors outside Europe? Governance and financial stability are two sides of the same coin. While the governance review was important, we need an action plan to correct the issues raised. Taking this as a priority will give donors confidence; he cautioned that if we don't, there could be financial problems ahead.

The President concluded by thanking all parties involved in working on these issues. Despite longstanding financial challenges, IUCN has improved the state of its reserves reminding Council that without sufficient reserves the organisation cannot take any risks. He then expressed his sincere appreciation to the Treasurer for his very professional support of the Union, and especially for the suggestions he made following the FAC report. Council was then invited to approve the reports of the PPC, FAC and GCC.

#### **COUNCIL DECISION C/96/29**

The IUCN Council,

on the recommendation of the standing committees of the Council,

approves the written reports of the standing committees of the IUCN Council<sup>3</sup> and the Congress Preparatory Committee, revised as the case may be during the Council meeting:

1. Programme and Policy Committee (**Annex 16**);
2. Finance and Audit Committee (**Annex 17**);
3. Governance and Constituency Committee (**Annex 18**); and
4. Congress Preparatory Committee (**Annex 19**).

#### **Sunday 31 March 2018 from 19:30 to 23:00 – FIFTH PLENARY SITTING**

The President brought up the issue of the date and place of the next Council meeting. The date of the Latin America and Caribbean Congress of Protected Areas in Lima, Peru, has been changed to 14–17 October, and causing potential problems for some Councillors to attend the next IUCN Council meeting, scheduled for 17–20 October. As it is difficult to change dates, he had asked the Secretary of Council to look into the feasibility and costs of holding the next Council meeting in Lima, including the possibility of collaborating with Councillors for additional funds if the Council budget is insufficient. Should this not be possible, he will come back to Bureau with a recommendation either to maintain the dates or change them.

The Chair of GCC then informed Council that the raw notes from the previous day's discussions around the five priority areas will be distributed to Councillors, and used to further develop a governance response to the external review. They discussed whether there should be a short statement regarding the review, including what its purpose would be and to whom it would be addressed. The GCC proposed that a short statement be drafted along the lines discussed the previous day, i.e. Council welcomes the report and acknowledges several areas where improvement is needed, noting that it is developing a management response.

Several Councillors expressed their view that there is a definite need for a management statement that Council and Secretariat staff can refer to, given that the review has been on the portal and questions will undoubtedly be forthcoming. A motion was made to request the GCC to draft a statement which would be sent to Council the next day for approval, and that the external review would be left on the portal. Council agreed. *[For the decision, see section 4.1 on page 4]*

#### **Agenda Item 4. Strategic discussion (continued)**

##### **Agenda Item 4.2 Transition towards a new IUCN Director General (continued)**

The President then resumed the strategic discussion on the transition to a new IUCN Director General and Jon Olov Westerberg moved to make the session a closed one, requesting only the presence of the Legal Advisor and the Council Secretary, which was accepted by Council. The result of the *in camera* session is the following decision:

#### **COUNCIL DECISION C/96/7**

The IUCN Council,

*On the recommendation of the Succession Planning Committee,*

*Recognizing that the Succession Planning Committee has followed due process based on its Terms of Reference, and having discussed the needs of IUCN in this transition period with an outstanding group of IUCN senior management;*

Endorses the appointment of Grethel Aguilar as Acting Director General.

The meeting was adjourned.

<sup>3</sup> Council decisions presented in the written reports of the standing committees which were approved by Council are listed separately in the present document.



**Council members present at the 96<sup>th</sup> Council meeting  
(28-31 March 2019)**

**Annex A**

**PRESIDENT**

Mr Zhang Xinsheng, China

**TREASURER**

Mr Nihal Welikala, Sri Lanka/UK

**REGIONAL COUNCILLORS**

**Africa**

Mr Mamadou Diallo, Senegal  
Ms Jesca Eriyo Osuna, Uganda  
Ms Jennifer Mohamed-Katerere, South Africa

**Meso and South America**

Mr Marco Vinicio Cerezo Blandon, Guatemala  
Ms Jenny Gruenberger, Bolivia  
Mr Lider Sucre, Panamá

**North America and the Caribbean**

Mr Rick Bates, Canada  
Mr Sixto J. Inchaustegui, Dominican Republic  
Mr John Robinson, USA, Vice-President

**South and East Asia**

Mr Malik Amin Aslam Khan, Pakistan, Vice-President  
Mr Amran Hamzah, Malaysia  
Mr Masahiko Horie, Japan  
Mr Mangal Man Shakya, Nepal  
Mr Youngbae Suh, Republic of Korea

**West Asia**

Ms Shaikha Salem Al Dhaheri, UAE  
Mr Said Ahmad Damhoureyeh, Jordan  
Mr Ayman Rabi, Palestine

**Oceania**

Mr Andrew Bignell, New Zealand  
Mr Peter Michael Cochrane, Australia

**East Europe, North and Central Asia**

Ms Natalia Danilina, Russian Federation  
Mr Michael Hošek, Czech Republic  
Ms Tamar Pataridze, Georgia

**West Europe**

Ms Hilde Eggermont, Belgium  
Mr Jonathan Hughes, United Kingdom  
Mr Jan Olov Westerberg, Sweden

**COMMISSION CHAIRS**

**Commission on Ecosystem Management**

Ms Angela Andrade, Colombia

**Commission on Education and Communication**

Mr Sean Southey, Canada/South Africa

**Commission on Environmental, Economic and Social Policy**

Ms Kristen Walker Painemilla, Chair, USA

**Species Survival Commission**

Mr Jon Paul Rodriguez, Venezuela

**World Commission on Environmental Law**

Mr Antonio Herman Benjamin, Brazil (remotely)

**World Commission on Protected Areas**

**COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT**

Mr Norbert Baerlocher, Switzerland

**APPOINTED COUNCILLOR**

Mr Ramiro Batzin Chojoj, Guatemala

**DIRECTOR GENERAL**

Ms Inger Andersen



**96<sup>th</sup> Meeting of the IUCN Council**  
 HQ, Gland (Switzerland), 28 March – 31 March 2019

**AGENDA**

**Saturday, 30 March 2019 – Plenary sittings**

Agenda Item
Agenda Item 1: <b>The President's opening remarks and approval of the agenda</b>
Agenda Item 2: <b>Matters brought forward by the Bureau</b> ( <i>unless included under other relevant items of the present agenda</i> )
Agenda Item 3: <b>Report of the Director General</b> including: <ul style="list-style-type: none"> <li>• Strategic Risk Matrix</li> <li>• Approval of the Director General's Objectives for 2019</li> </ul>
Agenda Item 4: <b>Strategic discussion</b>
<b>4.1 External Evaluation of IUCN's governance</b> <i>Presentation of the findings and recommendations of the external consultant, Prof. D. Cossin - Discussion</i>
<b>4.2 Transition towards a new IUCN Director General</b> <i>This item will be introduced on behalf of the Bureau</i>
<b>4.3 Reflections and lessons from IUCN engagement with the extractive sector, particularly in light of recent Brumadinho catastrophic dam failure. Strategic discussion and options for Council consideration</b> <i>Taking into account the findings and recommendations of the Private Sector Task Force</i>
Agenda Item 5: <b>Annual Council session on the performance of the Commissions</b>
<b>5.1 Presentation of the reports of CEM, CEESP and CEC by the Chair of the respective Commission</b> <i>Complementing the written reports of the Commissions incorporated in the document "IUCN Annual Report 2018" which will be discussed by the PPC under agenda item PPC47/1. Each Chair presents for 20'.</i>
<b>5.2 Discussion on the performance of the Commissions</b>

**Sunday, 31 March 2019 - Plenary sittings**

Agenda Item
Agenda Item 4: <b>Strategic discussion (Continued)</b>
<b>4.4 Draft IUCN Programme 2021-24</b> <i>Taking into account the recommendations of the PPC (cf. agenda item 3 of PPC47)</i>

<p>Agenda Item 6:  <b>Report of the Congress Preparatory Committee (CPC)</b> with recommendations concerning, among others:</p> <ul style="list-style-type: none"> <li>• Appointment of the 2020 Congress Election Officer</li> <li>• Deadline for receiving nominations for Regional Councillor and for proposals for persons to be nominated by Council as President, Treasurer or Chair of a Commission (<i>Regulations 35 and 38</i>)</li> <li>• Observers</li> <li>• Registration fees</li> <li>• Sponsored Members</li> <li>• Council specific objectives linked to the Gender strategy for Congress</li> </ul>
<p>Agenda Item 7:  <b>Reports of the standing committees of the Council</b>  <b>7.1 Report of the Governance and Constituency Committee (GCC)</b></p>
<p><b>Lunch Presentation of Regional and Global Programs:</b>  By Mason Flynn Smith, Regional Director - Oceania Regional Office (ORO) and Alvaro Vallejo Rendon, Regional Director – South America Regional Office (SUR)</p>
<p>Agenda Item 7:  <b>Reports of the standing committees of the Council (Continued)</b>  <b>7.2 Report of the Programme and Policy Committee (PPC)</b></p>
<p><b>7.3 Report of the Finance and Audit Committee (FAC)</b></p>
<p>Agenda Item 4:  <b>Strategic discussion (Continued)</b>  <b>4.5 Status of “Strategic Priorities for Council 2017-20”</b> (Regulation 44bis; decision C/95/6 Annex 7)  <i>At the end of its meeting, the Council reviews the status of the Council’s strategic priorities in light of the results of the meeting and takes any measures necessary to ensure timely delivery.</i></p>
<p>Agenda Item 8:  <b>Any other business</b></p>

Thursday, 28 March 2019 and Friday 29 March 2019

Agenda Item/Content
<p><b>Meetings of the standing committees of the IUCN Council</b>  <i>The agendas of the committees constitute an integral part of the Council agenda. The committees will suspend their meetings on Thursday afternoon 28 March 2019 enabling the task forces to hold face-to-face meetings and prepare their report for presentation in the relevant standing committee on 29 March 2019.</i></p>
<p><b>Programme and Policy Committee (PPC) (47<sup>th</sup> meeting)</b></p> <ol style="list-style-type: none"> <li><b>1. IUCN Annual Report 2018</b>  <i>Prepared by the Secretariat and including the implementation of the IUCN Programme by the Secretariat and the Commissions</i></li> <li><b>2. Specific Programme and Policy issues</b> <ol style="list-style-type: none"> <li><b>2.1 Update on the implementation of 2016 Congress Resolutions and Recommendations</b>  <i>Based on a report from the Secretariat</i></li> <li><b>2.2 Retirement of Resolutions / Recommendations</b>  <i>Approval of the archive of 'retired' Resolutions and Recommendations (WCC-2016-Res-001) and of a mechanism to ensure regular review of all active Resolutions between Congresses, based on recommendations of the Retirement of Resolutions Task Force</i></li> <li><b>2.3 Consideration of a guidance note for implementing the WCC-2016-Rec-102 (Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development)</b></li> <li><b>2.4 Progress report from the Post 2020 Global Biodiversity Framework Task Force</b></li> </ol> </li> <li><b>3. Draft IUCN Programme 2021-24</b>  <i>Approval of the first draft IUCN Programme 2021-24 for the purpose of consulting IUCN Members online and during the Regional Conservation Forums</i></li> <li><b>4. Council motions for the 2020 Congress</b>  <i>Recommendation to Council of the topics for Council motions and a mechanism to prepare and approve them in time to be submitted by 28 August 2019 (Rule 49)</i></li> <li><b>5. Follow-up on assignments</b>  <i>2016 Congress Resolutions requiring action from Council</i> <ol style="list-style-type: none"> <li>5.1 Report from the chair of the Task Force on WCC-2016-Res-086 (Synthetic Biology)</li> <li>5.2 Other Resolutions requiring action from Council</li> </ol> </li> <li><b>6. Reports from task forces established by PPC:</b> <ol style="list-style-type: none"> <li>6.1 Urban TF</li> <li>6.2 Private Sector TF, including among others the IUCN engagement with the extractives sector, particularly including an update on Rio Doce and the Brumadinho tragedy</li> <li>6.3 Climate Change TF</li> </ol> </li> <li><b>7. Report from Council's Global Oceans Focal Person</b></li> <li><b>8. Other issues announced in advance</b> <ol style="list-style-type: none"> <li>8.1 IUCN response and engagement on the issues of Environmental Defender, Human Rights and Conservation from now through the IUCN Congress</li> </ol> </li> </ol>
<p><b>Finance and Audit Committee (FAC) (67<sup>th</sup> meeting)</b></p> <ol style="list-style-type: none"> <li><b>1. Welcome and approval of the agenda</b></li> <li><b>2. Review minutes of the previous meeting and check the follow up points and decisions taken and where they stand</b></li> <li><b>3. Report from the Head of Oversight</b></li> <li><b>4. Follow up of the FAC Report to C95</b> (section FAC/10 – Supplemental report of the Head of Oversight; Council decisions C/95/19 and C/95/21)</li> </ol>

5. **Report from the Legal Adviser** (including 5.2 Update on General Data Protection Regulation (GDPR) implementation)
6. **Review of risk register, including review of the Risk Appetite Statement** - *Annual review of the Risk Appetite Statement approved by decision C/94/4 Annex 3.*
7. **Review of the draft, unaudited financial statements for 2018**
8. **Investment update and portfolio performance**
9. **Outlook for 2019**
10. **Resource mobilisation update**
11. **Congress 2020 Budget**
12. **Information systems update**
13. **Update from the Joint FAC/GCC Task Force on Membership Dues**
14. **Financial planning post-2020**
15. **Any other business**

## **Governance and Constituency Committee (GCC) (20<sup>th</sup> meeting)**

### **1. Governance issues**

#### **1.1 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations:**

- *Proposals prepared by GCC's working groups and the Commission Chairs, due by March 2019 (decisions C/94/5 and C/95/12)*
- *Proposals of the Working Group established pursuant to WCC-2016-Res-003 (Including regional governments in the structure of the Union)*

#### **1.2 Adoption in 2<sup>nd</sup> reading of amendments to the Regulations**

*Amendments to improve the motions process (decision C/95/11) and regarding the renewal of the membership of the IUCN Commissions (decision C/95/12.3), taking into account the comments from IUCN Members and the results of the e-vote on the amendments to the Rules of Procedure to improve the motions process*

#### **1.3 Approval of the criteria for the qualities required for the elected positions, to be attached to the Call for nominations, including**

- *"IUCN Council's Guidance for 2016 Election Candidates" and*
  - *"Eligibility for nomination to Council for members of Council and members of the Secretariat staff".*
- (Cf. decision C/85/8 Annexes 3, 4 and 5; Council Handbook §12 to §17)*

#### **1.4 External Review of IUCN's Governance** (see C/94/18 for the ToR)

*Discussion of the external consultant's report with findings and recommendations and preparation of the discussion in Council plenary (agenda item 4.1).*

### **2. Constituency issues**

#### **2.1 Members' feedback on version 1.0 of the Membership Strategy – presentation of version 2.0**

#### **2.2 Update on IUCN membership**

#### **2.3 Membership applications** <sup>1</sup>, including

2.3.1 (Annual) update of the membership application review process (C/94/13 Annex 7)

#### **2.4 Changes of Members' name or membership category** <sup>2</sup>

#### **2.5 National, Regional and Interregional Committees**

*Incl. the recognition of newly established committees and the revision of the by-laws of existing committees, if any applications are received*

#### **2.6 Regional Conservation Forums (RCF):** update on the RCF to be held in 2019, consideration of the role of Council members during the RCF

#### **2.7 Membership dues**

2.7.1 Progress report of the Joint GCC/FAC working group

2.7.2 Update on Members whose rights were rescinded by the 2016 Congress and by e-vote in 2018

**3. World Conservation Congress**

**3.1 Motions process – approval of the template for the submission of motions and dates for the electronic vote on motions [Rules 54 (b) x. and 62quinto (a)]**

*Based on the recommendations of GCC's Task Force to update the motions process*

**3.2 Approval of guidance for the nomination of candidates for Honorary membership, and the Phillips and Coolidge Medals**

**4. Any other business**

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<sup>1</sup> New applications which have received no objections from the membership will be considered by GCC by email correspondence prior to the Council meeting.

<sup>2</sup> Will be considered by GCC by email correspondence prior to the Council meeting.





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

Approved by the IUCN Council, decision C/96/2 (March 2019)

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

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

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

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

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

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

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

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

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

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

Approved by the IUCN Council, decision C/96/2 (March 2019)

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

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

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

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

a. The Bureau appoints the Council members to become members of the Motions Working Group on the recommendation of the Vice-Presidents acting as Nominating Committee, taking into account the expressions of interest and the following criteria:

- Expressed interest in serving on the Working Group
- Good knowledge of IUCN and previous Congress(es)
- Good knowledge of IUCN's Programme and policies
- Representation of IUCN Commissions
- Not personally involved with the motions process as proponent or sponsor of motions
- Regional balance
- Gender balance
- Including first and second term Councillors.

b. Following Council's endorsement, at its 96<sup>th</sup> meeting, of the Bureau decision approving the ToR of the Motions Working Group, Council members send their expressions of interest indicating the role they can play within the Motions Working Group and their time availability, to *[name of a Vice-President]* by 6 April 2019. The Vice-Presidents will subsequently make a recommendation to the Bureau as expeditiously as possible. The Bureau will appoint the members of the Motions Working Group.

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

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

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





## Succession Planning Committee

### Terms of Reference

Approved by the IUCN Council, decision C/96/3 (March 2019)

#### 1. Background

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

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

#### 2. Objective

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

#### 3. Functions

The Succession Planning Committee will make recommendations, through its Chair, to the Council on the necessary transitional secretariat leadership arrangements.

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

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

#### 4. Modus Operandi

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

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

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

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

## **5. Duration**

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



## Director General's Objectives for 2019

Approved by the IUCN Council at its 96<sup>th</sup> meeting (March 2019), decision C/96/5

### Background

At its 88<sup>th</sup> Meeting in April 2016, the IUCN Council modified the procedure for evaluating the Director General based on the Director General's objectives henceforth to be approved on an annual basis instead of biannually. At the same meeting, the IUCN Council approved the Director General's objectives for 2016.

The Director General's report on results achieved in 2018 can be found in [Council document C/95/3/1](#).

The present document presents the Director General's objectives for 2019. During 2019, the Director General of IUCN will plan to focus on the eight priorities presented to Council in October of 2015. As in previous year, and for the purpose of accountability, the document spells out objectives in some detail.

Combined, they form a deliberate, multi-year strategy for ensuring that the organisation is significantly better positioned for post-2020. This entails that it (1) is equipped with a focused, impact-driven, measurable Programme architecture which is relevant to the global conversation; (2) is reunited with its Members in the delivery of high-value, high-impact, programmatically-coherent projects and leverages Commission-generated data and knowledge; (3) recognizes, deploys and challenges its membership across the full spectrum of its unique Government-IP-civil society heritage while, at the same time, it seeks, secures and treasures its IO status; (4) generates sharp analytics and essential data to influence policy processes, shape global ideas and impact the construction of the 2020-2030 decade, demonstrating its relevance to donors, partners and members at all times on all fronts; (5) embraces a culture of accountability, efficiency and good governance at all levels where decision-making is informed on risk. Combined, these priorities help ensure that, more than ever, conservation enterprise is relevant to the prevailing policy priorities of our times.

It is to be recalled that these priorities are:

1. Programme and Operations
2. Membership
3. Policy, Knowledge, Science and Economics
4. Communication and Influence
5. Financial Sustainability
6. Secretariat Management
7. Governance Support
8. Thematic Priorities/New Horizons

## **1. Programme & Operations**

### **1.1. Quality Assurance, Timeliness and Results/Impact in Preparation, Implementation and Reporting on projects and programmes**

#### **1.2. Results and Impacts**

- Revised and updated Project Guidelines and Standards (PGS) to improve programme quality, compliance and risk management.
- In application of the Monitoring and Evaluation Policy, create a Performance Monitoring Standard and update the 2004 Managing Evaluations guide.

#### **1.3. 2017-2020 Programme**

- Issue 2018 report, including trend analysis over the first 2 years of implementation.
- Issue the External Review of the 2017-2020 Programme.

#### **1.4. 2021-2024 Programme**

- Draft of the final 2021-2024 Programme informed by enhanced Member consultation.

## **2. Membership**

### **2.1. Membership engagement**

- Gear the IUCN Secretariat programme towards Members' direct benefits in line with IUCN's One Programme, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.

### **2.2. Membership Strategy**

- Finalisation and implementation of Membership Strategy.

### **2.3. World Conservation Congress**

- Strategy for Congress messaging and marketing finalized. Congress promoted.
- Implementation of Congress fundraising strategy well underway and key sponsorships secured for high-priority budget lines
- Forum event types defined and draft programme finalized, in line with Congress themes and VVIP/VIP participation confirmed
- Members' Assembly processes successfully concluded or launched (motions, nominations, draft programme consultation)
- RCF cycle completed, paving the way for effective participation by Members in the Congress and Assembly
- Key suppliers contracted to meet requirements of IUCN's constituencies as well as sustainability and gender-responsiveness objectives
- IT systems for Congress developed and integrated, as appropriate, with existing IT databases

## **3. Policy, Knowledge, Science and Economics**

### **3.1. Strengthened integration of Commissions and Secretariat under the One Programme approach**

- Specific deliverables agreed between Secretariat Focal Points and each of the

Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to One Programme principles.

### **3.2. Continued strong engagement in policy influencing drawing from all parts of the Union including on the ground learning.**

- 2019 will be a key transition year leading to 2020 likely to be a “super year” of policy influencing with IUCN’s 2020 WCC anticipated to be a launching pad and springboard for the Union to amplify and scale up its influencing power on many dimensions of the sustainable development agenda. As regards the biodiversity conservation imperative in particular, IUCN intends to strongly advocate for the adoption of a robust post 2020 global biodiversity framework underpinned by ambitious science-based targets to be adopted at COP 15 in late 2020, not only to safeguard our natural world but also the nature-based solutions it underpins UNFCCC-COP 25. Some notable policy fora in 2019 include IPBES 7<sup>th</sup> plenary session, HLPF 2019, UNCCD-COP 14, UNGA 74.
- Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.

### **3.3. Partnerships for the creation of integrated biodiversity & conservation data**

- 20,000 new assessments completed for The IUCN Red List of Threatened Species towards the Barometer of Life goal of a total of 160,000 by 2020
- A major upgrade (redevelopment of the website and database) of the World Database of KBAs [www.keybiodiversityareas.org](http://www.keybiodiversityareas.org) is planned for 2019. BirdLife International, who hosts and manages the database, on behalf of the KBA partnership, has recruited a new website designer and a database designer who will be leading on this development.
- Green List: Improvements in site performance towards the Green List Standard and progress towards elements of Aichi Target 11 to be displayed on <http://www.protectedplanet.net/>
- On the integration of datasets: Grow commercial and non-commercial user base ensuring development decisions are taking biodiversity into account( IBAT 80 subscribers by end 2019); improve IBAT functionality to address key user needs; increase awareness of IBAT with the private sector (including energy, extractives, finance, and other industries) and within governments, NGOs and academia; grow the revenue to over \$1.3million; further development of BRIM to help governments and private sector, donors and others to make and then measure biodiversity commitments (NDCs) in the post 2020 global biodiversity framework.

### **3.4. Knowledge: science and economics**

- Strengthen analytical capacity of Secretariat, including through effective use of Publications Committee.

### **3.5. Roll out the first IUCN flagship report**

- Publish and disseminate the first edition of the flagship report, select the theme and initiate the preparation of the second edition.

## **4. Communication and Influence**

### **4.1. Enhanced communications and outreach**

- Prepare and implement communications and marketing activities for the IUCN World Conservation Congress 2020 with the dual aims of establishing the event as a critical step toward achieving global biodiversity and sustainable development goals and enhancing IUCN’s Union identity and positioning beyond the Congress.



- Continued enhancement of communications coordination and consistency across the Union through matrix management, internal capacity building and establishing guidelines
- Build on the success of corporate communications products and initiatives such as the revised IUCN Annual Report, Crossroads blog, IUCN Issues Briefs and major event support.
- Enhance IUCN's visibility and positioning in the areas of work which will be the Congress themes

## 5. Financial sustainability

### 5.1. Efficient, effective and stable IUCN Secretariat

- Continue investment in process improvement projects, specifically: rollout of time recording system to all IUCN offices; continue rollout of e-banking strategy to regional offices; implement e-signing of contracts (Docu sign)
- Rollout improvements to the project budget methodology thereby standardising structure, demonstrating value and increasing the level of indirect costs funded from project funding.
- Develop financial plan 2021-2024 linking with a broader financial strategy

### 5.2. Continued and strengthened engagement with bilateral donors

- Strategic engagement with key bilateral donors for increased support to IUCN's work (eg. Germany, UK, Canada, Japan, Spain, UAE, Luxemburg).

### 5.3. Framework donor management

- Continued and strengthened strategic engagement with current Framework partners with a view of securing continued engagement post 2020
- Outreach to potential new framework partners with full support of Council

### 5.4. Outreach to new potential funders

- Strengthened engagement with foundations in US, Europe and Asia
- IUCN Patrons of Nature initiative strengthened with the recruitment of additional Patrons and new commitments from Patrons to support IUCN's work
- Legacy/Bequest programme underway

### 5.5. Ambitious programme delivered to and approved by GEF and GCF

- Strategy implementation, portfolio development and management – The strategy for IUCN GEF and GCF operations is under implementation along with procedures and tools to identify, appraise, manage and supervise projects implemented; The IUCN portfolio of GEF-funded projects is developed further in alignment with IUCN's strategy for GEF; The IUCN portfolio of GCF-funded projects is further development in alignment with IUCN's strategy for GCF; The IUCN portfolio of approved GEF and GCF projects is implemented according to plans.
- Strengthened application of the ESMS across IUCN.
- Representation in, and contributions to the GEF & GCF Partnerships.
- Enhanced communication.

### 5.6. Invigorated programmes with IFI partners

- Engagement and deepening of relationship and collaboration with the European Commission, Asian Development Bank, Asian Infrastructure Investment Bank, African Development Bank, European Bank for Reconstruction and Development, the World Bank, and the German Development Bank-KfW. Collaboration will take

a variety of forms, including knowledge work, project design and implementation, policy coordination and environmental and social safeguards collaboration.

#### **5.7. Moving further on the development of financial vehicles for conservation finance/natural capital investments**

- The CPIC working groups, including the landscape finance working group led by IUCN, deliver investable opportunities with measurable biodiversity conservation impact
- The Blue Natural Capital Financing Facility (BNCFF: EUR 2mn) is building a pipeline of deals for which technical advisory grant funding will be made available. A total of around 4 projects will receive funding.

## **6. Secretariat Management**

### **6.1. Staff morale, performance excellence and strengthening leadership and integration across silos**

- Through regular staff updates, Global Town Halls, monthly communications, annual staff engagement surveys and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture.
- Invest in leadership awareness and development through training as well as annual 360-degree leadership assessments for all IUCN managers.

### **6.2. Change management at IUCN Secretariat**

- Programme delivery – business lines and IUCN-wide thematic frameworks applied by global, regional and country units to enhanced programme development, expansion of wholesale delivery models and quality of reporting; and enhanced quality and relevance of IUCN-generated knowledge to global challenges through cross-thematic strategic priorities.
- Resource mobilization and Cost Recovery – continued engagement with current framework donors; development of partnerships with new donors on global priorities.

### **6.3. Systematic review and reassessment of IUCN legal status in key office locations**

- A number of office locations are in need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. The DG will continue focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.

### **6.4. Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2018**

- On HR, the following will be conducted in 2019: (1) **Workforce Planning Exercise** – Approval and launch by the DG and LT. Briefing and training for Regional, Global and Outposted Directors and all management teams; (2) **Outreach to staff on the new Career Development Framework** – Criteria for career development, Geographical and functional mobility, Developmental and Stretch Assignment; (3) **Enhancements to the annual Talent Reviews** – Succession Planning, Performance/Potential matrix; (4) **Action plan on Gender Pay Gap Analysis**; (5) **Action plan on Benefits harmonization across regions**; (6) **Launch of the High Potentials and the Emerging Leaders Programmes**.
- Further strengthening compliance with policies and guidelines.

## **7. Governance Support**

### **7.1. Supporting governance reform**

- Continue to refine and implement the planning and reporting tools as contained in the Strategic Planning and Reporting Framework (2016).

## **8. Thematic Priorities/New Horizons**

### **8.1. Thematic priorities/horizon areas**

- Generate concept notes for new initiatives aligned to the 2021-2024 Programme in anticipation of delivery starting in 2021.
- In response to the Hawaii Commitments as well as a series of Congress Resolutions, the DG will continue to place emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.
- Understand and invest in natural capital.
- Continue the strengthening of IUCN's overall engagement on climate change.

A reinvented programme delivery – at scale along a limited number of strategic, results-driven horizon areas relevant to the global conversation – holds the promise of reengaging the donor community. By the 2020 Congress, existing donors as well as new donors will be invited to make commitments around the 2021-2024 Programme.

## ***Strategy for gender-responsive IUCN World Conservation Congresses***

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### **Purpose**

1. As the highest decision-making body of the Union, the IUCN World Conservation Congress has a pivotal role to play in advancing gender equality, including through participation and governance; agenda, deliberations and decisions; and communications and messaging.

### **Specific objectives**

2. In addition to the strategic objectives of the Gender mainstreaming strategy for IUCN events, the IUCN World Conservation Congress will specifically
  - a. Strive for gender parity in participation by
    - i. Actively promoting and enabling for gender parity in the number of sponsored delegates;
    - ii. Actively promoting gender balance in the composition of Member delegations with more than one person; and
    - iii. Encouraging gender balance in the Head of Delegations across all Member categories and regions.
  - b. Promote gender as an important issue in the content of the Congress by
    - i. Ensuring that gender issues will be included in the design of the Forum; and
    - ii. Ensuring that gender issues are reflected in the IUCN draft Programme.
  - c. Strive for gender parity in the governance of the Congress by
    - i. Aiming for gender parity in the composition of Congress Committees; and
    - ii. Striving for gender parity in nominations of candidates for President, Commission Chairs and Regional Councillors and subsequently in the elected candidates.

### **Specific tools**

#### **Pre-event**

##### ***Congress Unit will***

3. Design IT systems in a way that is inclusive for men, women and those with another gender identity and allow to monitor gender parity;
4. Ensure that the gender responsive objective of the Congress is adequately profiled on the Congress website and Congress material. Ensure that the Gender mainstreaming strategy for IUCN events (this document), and other relevant documents, are profiled and easily accessible from the Congress website;
5. Ensure that all staff involved are aware of IUCN gender policies and relevant staff have gender mainstreaming responsibilities specifically included in their Terms of Reference;

6. Publically share data on gender parity status for the various objectives;
7. As necessary, implement special measures, where feasible, to further gender parity (i.e. special sponsorship programme, seating arrangements in the plenary hall, etc.);

#### ***Membership Unit will***

8. Convey message to Members on targets for the composition of delegations and decision-making bodies;
9. Include gender parity objective in guidelines for sponsored delegates and accreditation and monitor status to trigger pro-active reminders to Members as necessary;

#### ***Communications Unit will***

10. Include gender considerations in planning for communications and messaging;
11. Ensure that presentation of speakers and VIPs on the website is equitable and inclusive.

#### ***Forum team will***

12. Work with the Global Gender Office to include gender issues in content and programme of the Forum;
13. Ensure that composition of panels/speakers in events organised by the Secretariat achieve gender parity;
14. Prepare and promote guidelines for session organisers on how to include gender issues in the programme and how to ensure gender parity in panels/speakers;
15. Event organisers should commit to gender parity in their events and organisers who fail to do so, will not be prioritised;
16. Ensure that session organisers, speakers and participants are aware of gender responsive objective of Forum as well as anti-harassment policy (including through the Forum website; at the Forum venue including with badges and appropriate signage; as well as in relevant written material including Forum schedule);

#### ***The IUCN Council will***

17. Submit proposals that promote gender parity in composition of Congress Committees to the Members' Assembly for approval;
18. Include gender parity objective in guidelines for nomination of candidates and in Terms of Reference of the Election Officer for monitoring of status gender parity in nominations;
19. Actively encourage Members to nominate female/male candidates for Council/Commissions in cases where there is an imbalance in nominations;

#### ***During the event***

20. Plenary Chair to promote Members' Assembly as a Gender Responsive Assembly;
21. Union Development Group will monitor engagement of attendees in plenary discussions as well as contact groups and, as necessary, suggest to the Steering Committee to apply incentives and/or sanctions (i.e. speaking time, etc.); and
22. Union Development Group will engage with delegations and/or National or Regional Committees in case their organisation/countries lack gender balance.



## **Post-event**

23. Union Development Group will report back publicly on level of achievement of the specific objectives as well as recommendations for future improvement in line with best of class practice.



## Themes for the IUCN World Conservation Congress 2020

(Approved by the IUCN Council, 96<sup>th</sup> meeting, March 2019, decision C/96/13)

### Themes:

- Managing landscapes for nature and people
- Restoring ocean health
- Accelerating climate change mitigation and adaptation
- Upholding rights, ensuring effective and equitable governance
- Conserving freshwater to sustain life
- Leveraging economic and financial systems for sustainability
- Advancing knowledge, learning, innovation and technology

### Cross-cutting journey:

- “Post-2020”

Note: the full text of themes and descriptors approved by the Congress Preparatory Committee on the basis of Council decision C/96/13 is available on the Congress website:

[https://www.iucncongress2020.org/sites/www.iucncongress2020.org/files/iucn\\_staff/pages/iucn\\_world\\_conservation\\_congress\\_2020\\_themes\\_-\\_final\\_-\\_en.pdf](https://www.iucncongress2020.org/sites/www.iucncongress2020.org/files/iucn_staff/pages/iucn_world_conservation_congress_2020_themes_-_final_-_en.pdf)

## **Including Subnational Governments in IUCN membership**

*Proposal of the Working Group established pursuant to WCC-2016-Res-003, approved by the IUCN Council (decision C/96/15, March 2019) for the purpose of consulting the IUCN Members online and during the Regional Conservation Forums to be held in 2019*

**The proposal is to create a new (third) sub-category for Subnational Governments within the “Government House” (Category A), in addition to the State Members and the Government Agency Members.<sup>1</sup>**

### **Definition**

Subnational Governments are all levels of government with mandate and authority below the national level in any given country that is, or can be, a State Member of IUCN.

### **Individual voting rights**

State Members maintain 3 votes as per (current) Article 34 (a) of the IUCN Statutes.

Instead of maintaining a single collective vote for all Government Agency Members within a State, each Government Agency Member also has one vote, whether or not they are from a State that is a State Member of IUCN.

Each Subnational Government Member has one vote.

The voting rights within membership Categories B and C remain unchanged.

### **Balancing the voting power within Category A**

The total number of votes expressed in each of the three sub-categories of membership Category A (Government House) continue to be added together when counting the votes so that one voting result for Category A is shown.

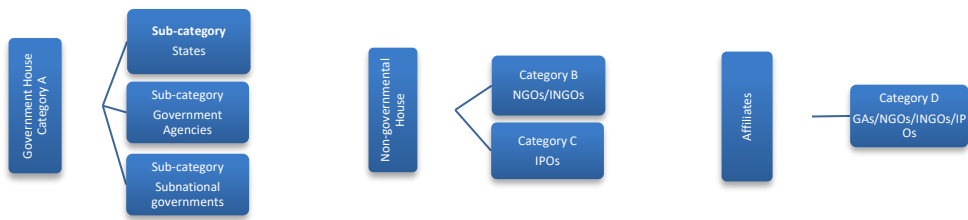
However, in order to prevent State Members being outvoted by either one of the other two sub-categories in the Government House (the Government Agency Members and the Subnational Government Members), a ratio of 3:1:1 will be maintained by using a mathematical formula. No matter how many votes are cast in each of the three sub-categories of membership Category A, the mathematical formula will be applied to ensure that the voting weight of each sub-category respects the ratio 3:1:1. The ratio is based on the understanding that “3” represents the weight of the State Members, and “1” represents the weight of each of the two other sub-categories (Government Agency Members and Subnational Government Members).

### **No change in the overall balance of the separate voting structure of IUCN based on a Government House and a Non-Governmental House**

This proposal in no way affects the voting power or influence of the Non-Governmental house (INGOs/NGOs/IPOs). Decisions in IUCN continue to be taken by a majority of votes cast in Category A and in Categories B and C combined. In other words, a majority in both “Houses” is required to adopt motions and other decisions. Both Houses vote independently of each other and one cannot influence the outcome of the other.

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<sup>1</sup> Note that, to date, there are no Members in the sub-category “political and / or economic integration organisations” of membership Category A. (Article 4 of the IUCN Statutes)



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

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 30bis, 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 which shall not be later than six weeks prior to the deadline for nominations established by Council. 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. Such specific criteria shall be communicated to the Director General by each Steering Committee at least one week in advance of the Call for nominations.
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 *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 confirmation that should he/she be nominated by Council, his/her employment contract with IUCN will end at a date agreed with the Director General, which will not be later than the date recommended by the Nominations Committee of Council.<sup>1</sup>
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.
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 prioritization by the *ad hoc* committee serves only the purpose of making a recommendation to Council's Nominations Committee and does not imply a ranking of the candidates. The

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<sup>1</sup> Cf. Council decision C/85/8 approving "Eligibility for nomination to Council 2016" and "Council guidance for election candidates 2016".

candidates which Council will ultimately propose to the Congress will be listed in alphabetical order (Regulation 35).

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.

**Calendar for the 2019-20 nomination process:**

- |                                   |   |
|-----------------------------------|---|
| By 8 May 2019:                    | Steering Committees communicate to the Director General any specific criteria for their Commission additional to the qualifications approved by Council for all Commission Chair positions  |
| Around 15 May 2019:               | Director General's "Call for nominations" (Regulations 30 and 37)   |
| Before 11 June 2019:              | Steering Committee forms <i>ad hoc</i> committee  |
| By 11 June 2019:                  | Steering Committee informs all Commission members of the establishment of the <i>ad hoc</i> committee, and invites Commission members to submit to the <i>ad hoc</i> committee names to be considered for Chair of the Commission by a date to be determined by the <i>ad hoc</i> committee |
| At the latest on 29 October 2019: | deadline set by the <i>ad hoc</i> committee for Commission members to submit names to be considered for Chair of the Commission   |
| By 26 November 2019:              | With the endorsement of the Steering Committee, the Chair of the <i>ad hoc</i> committee transmits to the Election Officer a list of up to two prioritized candidates<br>Chair of the <i>ad hoc</i> committee informs all candidates whether or not they have been selected                 |
| 11 December 2019:                 | Deadline for nominations (Regulations 35 and 38)  |

## **Proposal of an IUCN Council motion to amend the IUCN Statutes with the purpose of avoiding that certain constituencies be excluded from full participation in IUCN's governance**

### **The issue**

IUCN structures the distribution of Regional Councillor seats by regions defined in its Statutes while it also operates through parts of regions (e.g. the Caribbean sub-region) and through national structures (States in the sense of Article 5 of the IUCN Statutes).

As a result, certain constituencies may be excluded from being elected and, hence, from participating in IUCN's governance. An example in point was the candidate nominated in 2016 by the IUCN Members from the Caribbean sub-region for election as one of the three Regional Councillors from the statutory region "North America and the Caribbean", a seat which the Members from this sub-region commonly call the "Caribbean Councillor". The candidate being from Puerto Rico, which is not a State in the sense of Article 5 of the IUCN Statutes, the nomination was valid because the candidate was a US citizen.

This issue may have relevance for other territories, in the Caribbean as well as in other parts of the world. The IUCN Members of the Caribbean sub-region therefore expect the IUCN Council to examine possible solutions.

### **Proposed solution**

Amend Article 40 of the IUCN Statutes 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 candidate 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.

### **Process**

The IUCN Council will present the proposed amendments to the IUCN Members for comments and discussion during the Regional Conservation Forums (May through September 2019) and subsequently, taking into account the feedback from IUCN Members, decide at the latest at its 98<sup>th</sup> meeting (February 2020) whether to present it to the 2020 Congress for discussion and adoption.

If the 2020 Congress adopts the amendments, they will apply to the nominations process leading to the elections at the 2024 Congress.

## Proposed amendments to the Regulations

aiming to improve the motions process, approved by the IUCN Council in first reading in October 2018 for the purpose of consulting IUCN Members as required by Articles 101-102 of the Statutes

Amendment #	Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
1.	<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, <a href="#">prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress</a>, facilitate discussion between Members on motions in advance of the World Congress, <a href="#">prepare them for submission to the Resolutions Committee and the World Congress</a>, 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>

Amendment #	Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
2.	<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. <del>Members who choose not to cast a vote electronically shall be declared to have abstained.</del> 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>

**Proposed amendments to the IUCN Regulations to clarify the process  
for the renewal of the membership of the IUCN Commissions**

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for three months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>	<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for <del>three</del><u>six</u> months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>	<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>
<p>Regulation 75</p> <p>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.</p>	<p>Regulation 75</p> <p>The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission. <del>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.</del></p>	<p>Regulation 75</p> <p>The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission.</p>

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	Environment and Rural Development Foundation	ERUDEF	Cameroon	<a href="http://www.erudef.org">www.erudef.org</a>	NG	NG/25723 Green Connexion, Cameroon NG/25316 Cameroun Ecologie, Cameroon	<a href="#">25796_ERUDEF</a>
	2	Réseau des Acteurs de la Sauvergarde des Tortues Marines en Afrique centrale (Central African Network for Sea Turtle Conservation)	RASTOMA	Congo	<a href="http://www.rastoma.org">http://www.rastoma.org</a>	NG	NG/24743 Nature Tropicale, Benin NG/24938 Noé Conservation, France	<a href="#">25800_Rastoma</a>
	3	Society for the Conservation of Nature of Liberia	SCNL	Liberia	n/a	NG	NG/25454 Rainforest Trust, USA NG/25768 Herp Conservation Ghana	<a href="#">1005_SCNL</a>
	4	Action pour la Protection de l'Environnement et la Promotion des Filières Agricoles (Action for Environment Protection and Promotion of Agriculture Sectors)	APEFA	Rwanda	<a href="http://www.apefarwanda.org">www.apefarwanda.org</a>	NG	ST/25228 Ministry of Lands and Forestry, Rwanda NG/25314 Albertine Rift Conservation Society, Uganda	<a href="#">25762_APEFA</a>
	5	Wildlife Poisoning Prevention and Conflict Resolution	WPPCR	South Africa	<a href="http://wildlife poisoningprevention.co.za/">http://wildlife poisoningprevention.co.za/</a>	NG	NG/500 Endanged Wildlife Trust, South Africa NG/1567 Game Rangers Association of Africa, South Africa	<a href="#">25816_WPPCR</a>
Meso and South America	6	Asociación de Desarrollo Productivo y de Servicios Tikonel (Tikonel Association for Productive Development and Services)	TIKONEL	Guatemala	<a href="http://www.tikonel.org">http://www.tikonel.org</a>	IP	NG/25242 Foundation for the Conservation of Natural Resources and Environment in Guatemala IP/25031 Asociación SOTZ'IL, Guatemala	<a href="#">25813_TIKONEL</a>
North America & the Caribbean	7	EarthX		United States of America	<a href="http://www.earthx.org">http://www.earthx.org</a>	NG	1) NG/25541 Global Wildlife Conservation, USA 2) NG/25454 Rainforest Trust, USA	<a href="#">EarthX</a>
	8	The Living Desert Zoo and Gardens	TLD	United States of America	<a href="http://www.livingdesert.org">http://www.livingdesert.org</a>	AF	NG/622 St. Louis Zoo, USA NG/25046 Applied Environmental Research Foundation, India IN/25635 Cheetah Conservation Fund, Namibia	<a href="#">25794_TLD</a>
	9	Thinking Animals, Inc.	TAU	United States of America	<a href="http://thinkinganimalsunited.org">http://thinkinganimalsunited.org</a>	NG	1) NG/25609 National Whistleblower Center, USA 2) IN/25534 The Born Free Foundation, United Kingdom	<a href="#">TAU</a>
South and East Asia	10	Angka Sakampheap Deumbey Aphiwat (Action for Development)	AFD	Cambodia	n/a	NG	NG/24670 Green Shade, Cambodia NG/24839 Culture and Environment Preservation Association, Cambodia	<a href="#">25804_AFD</a>
	11	Highlanders Association	HA	Cambodia	<a href="http://www.khmerleu.org">http://www.khmerleu.org</a>	IP	NG/24670 Green Shade, Cambodia NG/24839 Culture and Environment Preservation Association, Cambodia	<a href="#">25805_HA</a>
	12	China Wild Plant Conservation Association	CWPCA	China	<a href="http://wpcac.org.cn">http://wpcac.org.cn</a>	NG	NG/752 China Wildlife Conservation Association, China NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China	<a href="#">25808_CWPCA</a>
	13	Ghazi Barotha Taraqiati Idara (Ghazi Barotha Development Organisation)	GBTI	Pakistan	<a href="http://www.gbti.org.pk">http://www.gbti.org.pk</a>	NG	1) NG/25352 Institute of Rural Management, Pakistan 2) NG/25476 Participatory Village Development Programme, Pakistan	<a href="#">GBTI</a>
	14	Snow Leopard Foundation	SLF	Pakistan	<a href="http://www.slf.org.pk">http://www.slf.org.pk</a>	NG	NG/25092 Taraqee Foundation, Pakistan NG/24872 Indus Earth Trust, Pakistan	<a href="#">25815_SLF</a>
	15	Indo-Myanmar Conservation	IMC	Viet Nam	<a href="http://www.indomyanmar.org/">http://www.indomyanmar.org/</a>	NG	NG/1616 Central Institute for Natural Resources and Environment Studies, Viet Nam NG/25718 Greenviet Biodiversity Conservation Centre, Viet Nam	<a href="#">25809_IMC</a>

Members admissions - 96th Council

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	16	Center for Conservation and Development of Sustainable Ecosystems	ZIPAK	Iran	<a href="http://www.zipak.org">www.zipak.org</a>	NG	NG/25089 Al Shouf Cedar Society, Lebanon NG/25613 Echo of Persia Wildlife, Iran	<a href="#">25807_ZIPAK</a>
	17	Dibeen Association for Environmental Development	Dibeen	Jordan	<a href="http://www.dibeen.org">http://www.dibeen.org</a>	NG	NG/454 Royal Society for the Conservation of Nature, Jordan NG/22579 The Royal Marine Conservation Society of Jordan	<a href="#">25799_Dibeen</a>
	18	Lebanon Reforestation Initiative	LRI	Lebanon	<a href="http://www.lri-lb.org">http://www.lri-lb.org</a>	NG	NG/1439 Association for Forests, Development and Conservation, Lebanon NG/25089 Al Shouf Cedar Society, Lebanon	<a href="#">25797_LRI</a>
	19	Petra Development Tourism Regional Authority	PDTRA	Jordan	<a href="http://www.pdtra.gov.jo/">http://www.pdtra.gov.jo/</a>	GA	<i>not required</i>	<a href="#">PDTRA</a>
East Europe, North & Central Asia	20	Autonomous noncommercial organization "Eurasian center of saving far eastern leopards"	ANO "FAR EASTERN LEOPARDS"	Russian Federation	<a href="https://save-leopard.ru/">https://save-leopard.ru/</a>	NG	IN/25012 Antarctic and Southern Ocean Coalition, USA NG/25343 World Wide Fund for Nature, Russia	<a href="#">25810_ANO</a>
West Europe	21	Turks & Caicos Reef Fund Inc.	TCRF	Turks and Caicos, United Kingdom	<a href="http://www.tcreef.org">http://www.tcreef.org</a>	NG	NG/25214 Centre for Resource Management and Environmental Studies, Barbados NG/226 Royal Society for the Protection of Birds, United Kingdom	<a href="#">25798_TCRF</a>

NG National Non Governmental Organisations  
AF Affiliates

IP Indigenous peoples' organisations  
GA Government agencies

## Create Motions submission form

### Preliminary Questions

#### Title of the motion \*

#### Original language of the motion as submitted \*

[Select English/Français/Español]

### Background information

#### 1. Does the proposed motion:

**Correspond with the purpose of motions as defined in Rule 48bis: define the general policy of IUCN and to influence the policies or actions of third parties, or to address the governance of IUCN, within the parameters of IUCN's mission and objectives as set forth in Articles 2 and 3 of the Statutes. (Rule 54) \***

[Select Yes/No]

**Propose an amendment to either the draft IUCN Programme 2021-2024, or to the mandates of the IUCN Commissions, or both? \***

(Please note that amendments to the draft IUCN Programme 2021-2024 (open 2 May - 30 September 2019) or to the Commission mandates (open 2 May - 11 December 2019) should be submitted through [the specific online platform](#) designed for that purpose)

[Select Yes/No]

**Address issues pertaining to the governance of IUCN? \***

(Please note that [proposals to amend](#) the Statutes have to be submitted through [the specific online platform](#) designed for that purpose, open 2 May - 11 December 2019. Article 104 of the IUCN Statutes)

[Select Yes/No]

#### 2. Specify which IUCN constituents ([Members or components of IUCN](#)) or third parties ([Rule 54 \(b\) viii.](#)) referred to in the operative paragraph(s) of this motion have:

**Been consulted during the development of this motion \***

[Select from list of IUCN constituents]

**Collaborated in the development of the motion \***

[Select from list of IUCN constituents]

**If possible, add here the position or advice from the above mentioned constituents (unless they are co-sponsors of the motion), in particular if consultations had the purpose of identifying solutions that might address the underlying issues. (Rule 54 (b) viii.)**

The maximum length of the description area of this field is 1000 characters, or approximately 200 words

#### 3. Before submitting this motion, have you searched the IUCN Resolutions and Recommendations Platform to ensure that this motion does not repeat previously adopted Resolutions or Recommendations? \*

[Select Yes/No]



**Please specify, what is new, over and above previously adopted Resolutions and Recommendations and state which Resolutions / Recommendations. \***

The maximum length of the description area of this field is 1000 characters, or approximately 200 words

**4. Please indicate whether the proposed motion has been discussed in one of the Regional Conservation Fora held in 2019 or - where applicable - in a meeting of the National Committee(s) of the country(ies) concerned? (Regulation 66ter) \***

[Select Yes/No]

**Please specify in which**

The maximum length on the Description area of this field is 250 characters or approximately 250 words

**5. Does the motion focus on local, national or regional issues? \***

[Select Yes/No]

**Please provide evidence 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, and (2) that the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted. (Rule 54 (a) v.) \***

The maximum length of the description area of this field is 2500 characters, or approximately 500 words

**6. Does the proposed motion concern issues arising in a State or States outside the proponents' State/Region? \***

[Select Yes/No]

**Please ensure that the motion is co-sponsored by at least one IUCN Member, in good standing, from the Region with which the motion is concerned. (Rule 49bis)  
Please select which States(s) from the list.**

[Select State(s) from the list of all countries]

**Author's contact \***

**NEXT**

**Note:** For your motion to be taken into consideration, you need to submit it before **28 August 2019 at 13:00 GMT/UTC time.**

Any motion saved as draft on the system beyond that date and time, will be discarded automatically and NOT be taken into consideration by the Motions Working Group.

**DELETE**

**SAVE AS DRAFT**

**SUBMIT**

## Body of Motion

### Preamble

**The preamble explains in a succinct way the rationale for the motion and substantiates the action(s) called for in the operative part. \***

Note: Each sentence is presented as a separate paragraph and should open with a term IN CAPS, e.g. NOTING, MINDFUL OF, RECOGNIZING.

Additional information may be provided in the explanatory memorandum (see below).

Content limited to 2000 characters, remaining: **2000**

The maximum length of the description area of this field is 2000 characters, or approximately 350 words

**The World Conservation Congress, at its session in [Marseille, France, 11-19 June 2020](#):**

### Operative paragraphs

**The operative section of the motion specifies the position of Members and contains the action(s) that they are agreeing to take. \***

Note: Each paragraph starts with an action term IN CAPS, e.g. CALLS ON, REQUESTS, URGES.

Content limited to 1500 characters, remaining: **1500**

The maximum length of the description area of this field is 1500 characters, or approximately 250 words

### Proponents and co-sponsors

**You are submitting this motion on behalf of: \***

Note: In accordance with Rule 49 only Members eligible to vote may propose a motion.

[Select from list of Members in Good Standing]

### Co-sponsors \*

As per Rule of Procedure 49, any motion submitted must be co-sponsored by at least five other Members, [from at least two Regions \(in the sense of Articles 16 and 17 of the Statutes\)](#), eligible to vote. Please note that only Members who have paid their Membership dues up to and including **2018** are eligible.

Please identify the minimum of 5 eligible Members that have explicitly agreed to co-sponsor this motion in the below field.

Please bear in mind that if the motion concerns issues arising in a State or States outside the State or Region of the proponent, at least one co-sponsor needs to be from the Region concerned. ([Rule 49bis](#))

Note: only eligible Members are shown (and only once the payment of their outstanding dues is recorded - this may take up to 5 working days).

Please note that the primary contact of the main sponsor and co-sponsors indicated here will receive an email informing him/her that a motion has been submitted on their behalf.

[Select five from list of Members in Good Standing]

### Explanatory memorandum

#### Explanatory Memorandum (optional)

1. Maximum 500 words as established in paragraph 50 of Rules of Procedure.

2. It may contain background information, historical notes or relevant publications or websites, as well as further details about the actions, strategies or processes, the financial and human resources required to implement the proposed motion.

Content limited to 3500 characters, remaining: **3500**

The maximum length of the description area of this field is 3500 characters, or approximately 500 words

**Author's contact \***

**NEXT**

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**DELETE**

**SAVE AS DRAFT**

**SUBMIT**

## Implementation Measures

Information required for the implementation of the motion

### 1. Provide:

a) Overview of the activities and estimated resources needed to implement the motion (these can be human or other resources, but expressed in USD). Also include an estimation of the resources pledged (in USD), including by the proponent, co-sponsors, or third parties. \*

Activity	Estimated financial resources required (USD)	Estimated financial resources pledged (USD)	Percent
Field activities	100,000	50,000	50%
Scientific activities	15,000	15,000	100%
Education/ communication/ raising awareness	-	-	0%
Fundraising	10,000	8,000	80%
Policy influencing	25,000	15,000	60%
Convening stakeholders/ networking	-	-	0%
Capacity building	10,000	2,000	20%
<b>Total</b>	<b>160,000</b>	<b>90,000</b>	<b>56%</b>

Rate here to which degree the resources required for the implementation of the motion have been estimated and committed. During the online discussion of motions, proponents will be able to update this information and rating, while IUCN Members will be able to pledge or commit their contribution to the implementation of a motion. \*

- A. Motion submitted without any resources pledged or committed to fund or otherwise contribute to its implementation.
- B. Motion submitted with realistic pledge(s) or commitment(s) of funds or other resources to implement the motion *in part*. Commitments should be recorded in section b) below.
- C. Motion submitted with realistic pledge(s) or commitment(s) to fund or otherwise contribute to implement the motion *in full*. Commitments should be recorded in section b) below.
- D. Motion can be implemented within the regular budget and resources available to the Member or component of IUCN (Secretariat, Commission, etc.) which is called upon to implement the motion.

[Select A/B/C/D]

Comments on the estimated resources required and rating above, including the main actions and timeline, as well as the strategy for mobilising additional resources in case they are not pledged.

Content limited to 1500 characters, remaining: 1500

**Upload a more detailed budget document.**

**Choose file**

No file chosen

**Upload**

Select a document from your computer to upload it to this form (preferred format: xls/xlsx)

Files must be less than 10 MB

Allowed file types: doc, docx, xls, xlsx, ppt, pptx, pdf, jpg, jpeg, png

**b) Description of the contributions which proponent and co-sponsors intend to make towards the implementation of the motion: (Rule 54 (b) viii.)**

*Proponent*

**IUCN Member \***

[Select from list of Members in Good Standing]

**Proposed actions \***

[Select from list of actions]

**Description**

The maximum length of the description area of this field is 800 characters

*Co-sponsors*

**Co-sponsor 1 \***

[Select from list of Members in Good Standing]

**Proposed actions \***

[Select from list of actions]

**Description**

The maximum length of the description area of this field is 800 characters

**Co-sponsor 2 \***

[Select from list of Members in Good Standing]

**Proposed actions \***

[Select from list of actions]

**Description**

The maximum length of the description area of this field is 800 characters

**ADD ANOTHER ITEM**

**2. Provide here the name of a focal point who would be in charge of reporting annually on the follow-up and implementation of the motion if adopted:**

**Name \***

**Surname \***

**Institution \***

**Email \***

**3. If the operative paragraph(s) of this motion is/are directly related to the mandate and work of one or more IUCN Commission(s), has Steering Committee of the relevant Commission(s) committed to oversee implementation and assist in the gathering of data on the implementation of the Resolutions involved?**

[Select Not applicable/Yes/No]

**Specify which Commission(s)**

[Select from list of Commissions]

**4. As required by WCC-2016-Res-001, please indicate when the motion automatically ceases to be effective and will be moved to the Resolutions and Recommendations Archive. This can be either when a stated period has elapsed or when an objective has been achieved. \***

The maximum length of the description area of this field is 800 characters

Scope

**Please specify to which area of the draft IUCN Programme 2021-2024 this motion is related. \***

[Select from list of Programme areas]

**Indicate the geographic scope of the implementation of this motion. \***

[Select Global/Regional/Country/Local or Sub-national]

Keywords

**Disciplines \***

[Select up to two keywords from the list]

**Sustainable Development Goals (SDGs) \***

[Select up to four SDGs from the list]

**Types of action \***

[Select the types of action from the list]

**Nature and biodiversity \***

[Select up to three keywords from the list]

**Threats and drivers \***

[Select up to three keywords from the list]

**Author's contact \***

**NEXT**

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## **IUCN Policy on Synthetic Biology and Biodiversity Conservation**

V: 22 February, 2019

### **I. PURPOSE STATEMENT**

The purpose of this policy is to guide decisions relating to the potential use of synthetic biology (including engineered gene drive) and the direct and indirect impacts that these technologies might have on biodiversity and its conservation, sustainable use, and fair and equitable sharing of the benefits it provides to people. The policy is based on a technical assessment<sup>1</sup> and uses definitions established in the glossary therein and in the Annex to this document. The application of this policy is intended to minimize the potential risks and maximize the potential benefits posed by synthetic biology to the conservation of biodiversity.

### **II. AUDIENCE FOR POLICY**

The audience of this policy is all constituent parts of IUCN, including Members, Commissions, Secretariat, Council, and National and Regional Committees. This policy is therefore intended to guide the work of IUCN Member organisations, Commission members, Secretariat staff, Council and National and Regional Committees. The policy is also intended to inform others involved or interested in synthetic biology (including engineered gene drive) within and beyond the conservation community.

### **III. SCOPE OF POLICY**

This policy covers all aspects of the application of the tools and technologies of synthetic biology (including organisms, components, and products developed using synthetic biology, and including engineered gene drive), in relation to their possible negative and positive impacts on biodiversity at genetic, species, and ecosystem levels, on the conservation and sustainable use of biodiversity, and on the fair and equitable sharing of the benefits it provides to people.

### **IV. CONTEXT OF THIS POLICY**

Global, regional, and national conservation measures promoting biodiversity conservation have resulted in some successes, but biodiversity continues to decline globally. To address certain threats to biodiversity, new tools are needed for effective conservation and sustainable use of biological diversity that complement existing ones. The field of synthetic biology is developing rapidly, with multiple implications, both potentially negative and potentially positive, for biodiversity conservation. More generally, the increasing field of synthetic biology poses potential risks and benefits to a large number of domains, including food security, agriculture, trade, health, energy, and climate. As a result, synthetic biology is now the focus of national and international

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<sup>1</sup> “Genetic Frontiers for Conservation: An Assessment of Synthetic Biology and Biodiversity Conservation” available at: XXXX add when available

policy discussions including: regulation of new plant breeding techniques; development of systems for tracing intellectual property rights and benefits from the information and traditional knowledge relating to genetic resources; consideration of a new legal instrument on marine biodiversity in areas beyond national jurisdiction; and exploration of the regulatory and other issues surrounding synthetic biology products as surrogates in the international wildlife trade.

Synthetic biology's development relates fundamentally to the conservation and sustainable use of biodiversity and fair and equitable sharing of its benefits. And like many other conservation interventions, synthetic biology raises questions about the extent to which biodiversity should be altered. These are all issues of central importance not only to the IUCN constituency but also to the Convention on Biological Diversity (CBD), other biodiversity-related conventions including the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), and the UN 2030 Agenda for Sustainable Development. However, there is a lack of agreement regarding the implications and applications of current developments in synthetic biology, both direct and indirect, for biodiversity conservation, and the prospects of future developments. In addition, multiple existing governance structures are relevant to synthetic biology, but synthetic biology raises questions and challenges for these frameworks. There is a pressing need for authoritative, balanced guidance that can help conservation organizations, governments, indigenous peoples, and local communities, researchers, and companies reach understanding of the associated risks and opportunities before starting to consider how these risks and opportunities should be addressed.

As a response to these challenges, IUCN Members adopted Resolution WCC-2016-Res-086 at the 2016 World Conservation Congress<sup>2</sup>. Titled “*Development of IUCN policy on biodiversity conservation and synthetic biology*” the Resolution called on the Director General and Commissions to undertake an assessment to:

*“examine the organisms, components and products resulting from synthetic biology techniques and the impacts of their production and use, which may be beneficial or detrimental to the conservation and sustainable use of biological diversity and associated social, economic, cultural and ethical considerations, and to recommend how IUCN, including its Commissions and Members, could approach the topic of synthetic biology and engage in ongoing discussions and deliberations with the synthetic biology community.”*

And with urgency to:

*“assess the implications of Gene Drives and related techniques and their potential impacts on the conservation and sustainable use of biological diversity as well as equitable sharing of benefits arising from genetic resources, in order to develop IUCN guidance on this topic, while refraining from supporting or endorsing research,*

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<sup>2</sup> <https://portals.iucn.org/library/node/46503>

*including field trials, into the use of gene drives for conservation or other purposes until this assessment has been undertaken.”*

While requesting that the assessment:

*“be based on scientific and empirical evidence and subject to peer review by an independent panel of experts to be appointed by the Director General”*

It also requested the Director General and Commissions to:

*“seek the necessary support and resources, including technical support and capacity building, for the assessment to be undertaken”*

The action mandated in these four clauses has been completed with the publication of *“Genetic Frontiers for Conservation: An Assessment of Synthetic Biology and Biodiversity Conservation”*<sup>3</sup>. The assessment was conducted under the authority of an IUCN Synthetic Biology and Biodiversity Conservation Task Force, representative of the IUCN Commissions and Secretariat, as mandated by Resolution WCC-2016-Res-086.

Finally, WCC-2016-Res-086 called on IUCN Council, based upon the recommendations of the assessment, to:

*“develop an IUCN policy to guide the Director General, Commissions and Members on biodiversity and nature conservation in relation to synthetic biology.”*

This IUCN Policy is delivered herein.

## V. PRINCIPLES

The following principles underpin IUCN’s **Policy on the Intersection of Biodiversity Conservation and Synthetic Biology**:

- **Biodiversity conservation imperative.** Given ongoing declines in the state of biodiversity, synthetic biology applications (including engineered gene drive), both those designed to achieve conservation outcomes and those designed for other purposes but that have biodiversity implications, should be implemented in a way that is consistent with the conservation and restoration of biodiversity and its equitable and sustainable use, in alignment with IUCN’s mission.
- **Stakeholder participation.** The effective participation of stakeholders, at the relevant level, should be ensured in decision-making about specific synthetic biology applications (including engineered gene drive), both those designed to achieve conservation outcomes and those designed for other purposes but with biodiversity implications. Such an approach should be adopted at all stages of development and

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<sup>3</sup> Add URL

deployment, with periodic reviews and open constructive dialogue. The values, belief systems, and worldviews of stakeholders should be taken into consideration in such decision-making process.

- **Respect for rights, beliefs, and cultures.** The rights of indigenous peoples and local communities over their traditional territories, sacred sites, customary laws, and species populations should be respected.
- **Free, prior, and informed consent.** When considering the potential introduction of any form of synthetic biology (including engineered gene drive) into their traditional territories, sacred sites, and species populations, the free, prior, and informed consent of indigenous peoples and local communities should be obtained in accordance with applicable laws.
- **The precautionary approach.** In the context of biodiversity conservation and synthetic biology (including engineered gene drive), it is necessary to apply the Precautionary Approach as set out in Principle 15 of the 1992 Rio Declaration on Environment and Development<sup>4</sup> and noted in Resolution WCC-2004-RES-075 “*Applying the Precautionary Principle in environmental decision-making and management*” adopted by the 2004 IUCN World Conservation Congress<sup>5</sup>.
- **Evidence** that informs decision making should draw upon multiple sources and types of knowledge and expertise, including local and indigenous knowledge and the many disciplines of science.
- **Dialogue between conservationists and synthetic biologists.** Assessments on the directions and impacts of synthetic biology (including engineered gene drive) for conservation should be the result of constructive dialogue conducted among those involved in conservation and those directly involved in the technology. Experts in biodiversity conservation and sustainable use should take the responsibility to engage with experts in technology and *vice versa* to ensure all relevant players are involved in knowledge generation, co-design of development and application, identification of potential impacts, and decision-making on implementation.

## VI. POLICY

IUCN recognizes that synthetic biology applications (including engineered gene drive), whether or not specifically designed to address conservation issues, could have negative or positive impacts for biodiversity conservation, sustainable use, and fair and equitable sharing of benefits. It is IUCN’s position that potential uses of synthetic biology need to be decided upon on a case-by-case basis, attending to the specific context and application, and taking into account the views of all concerned stakeholders, including indigenous peoples and local communities, operating with equitable access to all relevant information, and informed by the Precautionary Approach. This policy is

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<sup>4</sup> <http://www.un.org/documents/ga/conf151/aconf15126-1annex1.htm>

<sup>5</sup> <https://portals.iucn.org/library/node/44361>

intended to avoid or minimize any potential negative biodiversity outcomes, and, in the event that a particular synthetic biology application is deemed acceptable for implementation, to maximize the potential for augmenting or complementing existing conservation approaches.

Key considerations for applying this policy include:

- **Case-by-case decision-making.** Decisions about the development or use of synthetic biology (including engineered gene drive) should be made on a case-by-case basis, using the Principles framing this Policy. This analysis should cover societal and environmental risks and benefits, as relevant to the technique or application in question, as well as to the specific context in which it is deliberately applied or that might be affected by applications applied elsewhere.
- **Applications of synthetic biology intended for conservation benefit.** Synthetic biology applications (including engineered gene drive) could be pursued with the intention of directly achieving conservation goals, including both the abatement of current threats to biodiversity and the restoration of biodiversity towards a recovered state. Such applications must be considered and governed in the context of existing conservation tools, comprehensive risk assessment, societal discussion of the specific conservation goals in question, and potential effectiveness or lack thereof of the application in achieving these goals<sup>6</sup>.
- **Applications of synthetic biology intended for purposes other than conservation.** Synthetic biology (including engineered gene drive) will likely be applied most often for purposes that are not directly motivated by biodiversity conservation goals. Nevertheless, those responsible for the design, development, and approval of such applications should consider and account for the impacts of their work on conservation goals and sustainable use of biodiversity, and approval should not be given if biodiversity conservation goals are placed at risk. The conservation community itself should actively take part in review of such applications along with relevant stakeholders.
- **Staged assessment of risks and benefits.** Risk assessments provide essential evidence to inform decision making. While recognizing that existing governance structures incorporate risk assessments, synthetic biology (including engineered gene drive) should only be considered after a case-by-case risk and benefit assessment is conducted, which may include socio-economic impacts. The potential risks and benefits of a synthetic biology application (including engineered gene drive) might only become apparent as that application matures. To reduce the likelihood of an inappropriately early or late decision, it is desirable to have a staged decision-making process, in which evidence is discussed at each stage in a transparent manner. The various stages and formats of the synthetic biology development and application in question need to be considered, including laboratory

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<sup>6</sup> For detailed discussion see Technical Assessment: ADD URL

research, contained trials, field trials, environmental releases, and production methods.

- **Governance.** Given the pace of development, there is potential for existing governance regimes to become dissonant with new techniques and applications related to synthetic biology (including engineered gene drive). The development of governance arrangements should reflect the principles presented above and be adaptable to encompass changing technologies, as well as the accessibility to those technologies. Appropriate governance development should be guided by broad and regular horizon scanning of genetic and other relevant emerging technologies, based on agreed processes that ensure consistency and encourage engagement across stakeholders.
- **Knowledge gaps and research needs.** There are significant gaps in knowledge to evaluate risks and benefits of synthetic biology (including engineered gene drive) to conservation and to the social, economic, cultural, and ethical aspects of potential applications. Filling these gaps is necessary for informed and robust decision making. This will require identification of research needs in different areas, provision of training for specialists (especially in developing countries, in particular the least developed countries and countries with economies in transition), and implementation of a research agenda that identifies and addresses gaps in methodologies, technologies, tools, and knowledge. Such work will also advance collaboration by bridging the disciplinary differences between conservationists, biotechnologists, and those conducting relevant social and cultural research, and better align their outcomes to the mission of IUCN.
- **Potential introduction of moratoria.** While this Policy does not call for a general moratorium on synthetic biology (including engineered gene drive), there could be situations in which moratoria on the release of specific synthetic biology application are warranted (e.g. in the absence of a robust risk assessment framework and/or governance structures in a particular region/country that do not support the principles and policy outlined in this document). Specific guidance would need to be developed on the data needs/requirements to determine if/when a moratorium might be introduced, how it would be implemented, and how it could be removed for a particular application.

## Definitions

(Drawn from Technical Assessment)

**Biodiversity:** biological diversity, “the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems” (Convention on Biological Diversity).

**Gene drive:** A phenomenon of biased inheritance in which the ability of a genetic element to pass from a parent to its offspring through sexual reproduction is enhanced, leading to the preferential increase of a specific genotype that may determine a specific phenotype from one generation to the next, and potentially throughout a population. A gene drive element is a heritable element that can induce gene drive, such that the gene drive element is preferentially inherited. Gene drive elements may be referred to as gene drive systems or simply “gene drives.”

**Risk:** The likelihood and severity of a potential adverse effect. For example, if the likelihood of an adverse effect occurring is high, but the severity of the adverse effect is very low, the overall risk will be low. If, however, the severity of the adverse effect is extremely high, even a low probability of it occurring may still be considered a large risk.

**Risk assessment:** The structured process for analyzing risk.

**Synthetic biology:** a further development and new dimension of modern biotechnology that combines science, technology and engineering to facilitate and accelerate the understanding, design, redesign, manufacture and/or modification of genetic materials, living organisms and biological systems (Convention on Biological Diversity).



## IUCN RISK APPETITE STATEMENT

Approved by the IUCN Council at its 96<sup>th</sup> meeting (March 2019), Decision C/96/27

### Overall Risk Appetite Statement (Preamble)

Risk appetite is an expression of the type and amount of risk that IUCN is prepared to take. It promotes consistent, 'risk-informed' decision-making aligned with strategic aims and also supports robust corporate governance by setting clear risk-taking boundaries. IUCN works on the principle of subsidiarity<sup>1</sup> which is demonstrated through adherence to centrally issued and institution-wide policies, reinforced through a carefully crafted Delegation of Authority and operationalized through effective leadership at all levels of the organization. IUCN recognizes that risk appetite is a statement of aspiration (where we want to be) while risk tolerance is a statement of fact (where we currently are). Hence, it is also important to have good understanding of IUCN's risk tolerance within our specified categories of risks. IUCN's risk appetite represents a conscious assessment of potential and actual environmental obstacles as we collectively pursue and accomplish our strategic objectives.

### Strategic Risks

In keeping with our Mission Statement, IUCN's strategic planning process aims to ensure that finances and operations are sustainable and adequately support and develop our programmatic objectives. The risk management process is supported by the principle that the Leadership Team must focus upon those risks capable of undermining the long-term viability of the Union or doing harm to our reputation. As part of the IUCN risk appetite framework, the Council reviews target risk appetite levels and reflects on whether decision-making behaviour over the past year have aligned with these targets. The Leadership Team will annually review and confirm that behavior over the past year remain relevant and aligned with a **moderate** risk appetite.

### Financial Risks

IUCN must remain financially sustainable to continue to serve its purpose and achieve its vision and mission. Acceptance of some risk is often necessary to capture and capitalize upon opportunities when they emerge however, we must also meticulously mitigate the potential of financial risk by ensuring that our collective efforts and activities are efficient, properly aligned, adhere to IUCN's values and consistent with internationally accepted standards. IUCN has a **low to moderate** risk appetite for incurring financial deficits across its operations worldwide. IUCN has a **moderate** risk appetite for exploring new avenues to diversify revenue streams through partnerships with non-traditional partners and donors.

### Operational Risks

IUCN must have comprehensive operational systems and practices that support the achievement of its strategic objectives. IUCN implements its strategic objectives through a diverse and large global and regional programme and project portfolio. The Union applies programme and project management

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<sup>1</sup> Subsidiarity is an organizing principle that matters ought to be handled by the smallest, lowest or least centralized competent authority. (Oxford English Dictionary).

standards rigorously and has a **moderate to high** risk appetite for accepting difficult projects if aligned with our strengths and strategic priorities. IUCN places importance on a culture of equality, diversity, dignity and respect, as well as the health, safety and development of staff. IUCN has a **low** risk appetite for deviation from its standards.

IUCN has **zero** tolerance for actions that put employees in positions of unnecessary risk of physical harm when and where reasonable alternatives exist. IUCN has **moderate** risk appetite for undertaking mission-critical field visits in high security risk countries and areas when coordinated and approved in accordance with IUCN's International Safety and Security Principles and Guidelines and with IUCN's Travel Policy and Procedures. IUCN will exercise its duty of care by making staff aware of travel related risks, by preparing staff to face a risk and by responding quickly in case of incident.

### **Compliance Risks**

IUCN will comply with relevant statutory and policy requirements in all locations where we operate. We will achieve this through strong institutional governance and management which will shape the Union's culture for compliance, ethical conduct and living our values. We have **zero appetite** for misconduct, fraud, harassment or discrimination and non-compliance behaviour that undermines the integrity of IUCN.

### **Reputational Risks**

IUCN will avoid actions that could negatively impact our brand image, as we have a **low risk** appetite for reputational risk. As such, IUCN's business practices and policies are designed to ensure the Union's reputation is safeguarded at all times. IUCN will strive to communicate clearly, timely and with the highest degree of transparency to ensure our key stakeholders are appropriately and expeditiously informed.

### **External Risks**

IUCN works in a dynamically evolving external environment context with rapidly changing geopolitical, socio-economic and technological setting. IUCN must maintain the capacity to effectively adapt its programs and work structures to efficiently and timely respond to changes in the external environment where we operate. The Union has a **low to moderate** appetite for external risk. IUCN will proactively manage external risks through sound policy decisions, purposeful actions and demand-oriented programmes which are culturally, geographically and socio-economically relevant to the operational environment. IUCN will be flexible and exercise discretion including using the precautionary principle in responding to political, legislative, social, economic and technological changes. IUCN will periodically conduct horizon scanning to identify any latent and emergent risks.



96<sup>th</sup> Meeting of the IUCN Council, 28-31 March, 2019

## PROGRAMME AND POLICY COMMITTEE (PPC)

47<sup>th</sup> Meeting, 28-29 March, 2019

### Report to Council

**PPC members in attendance:** Jan Olov Westerberg (Chair), Amran Hamzah, Peter Cochrane, Jonathan Hughes, John Robinson, Natalia Danilina, Michael Hosek, Angela Andrade, Sean Southey, Kristen Walker.

Commission Deputy Chairs: Katalin Czippan

**IUCN Staff in attendance:** Cyrie Sendashonga, Jane Smart, Stewart Maginnis, Alejandro Iza, Charles Lor, Juha Siikamaki, Tom Brooks, Luc Bas, Aban Marker Kabraji, Luther Anukur

*Report writers and support:* Sonia Peña Moreno, David Goodman, Victoria Romero, Sandeep Sengupta, Anete Berzina, Raphaele Flint, Dao Nguyen, Leonor Ridgway

#### Opening of the meeting, Thursday 28 March 2019

The PPC Chair, Jan Olov Westerberg, opened the meeting and welcomed members of PPC and staff. He recognized and welcomed in particular new Councillor Natalia Danilina (Russian Federation). After a quick round of introductions of all participants, the Chair recalled the order of the agenda to follow.

A brief presentation on safety and evacuation procedures in the Gland Conservation Campus and on the IUCN anti-harassment policy was made by Cyrie Sendashonga, Global Director for Programme and Policy. The Chair of CEESP observed that it would be important to have the information about safety procedures in general for IUCN Secretariat staff worldwide beyond the focus of the current presentation. The Chair suggested, and members of PPC agreed, that a request can be made to the Director General to present to the whole Council information on safety procedures for all IUCN offices worldwide.

PPC/1	<p><b>IUCN Annual Report 2018</b>  <i>Prepared by the Secretariat and including the implementation of the IUCN Programme by the Secretariat and the Commissions</i></p> <p><u>Purpose of the agenda item</u>  The Programme and Policy Committee is invited to consider the IUCN Annual Progress Report 2018 and provide guidance and direction as required.</p> <p><u>Brief summary of the discussion</u>  Charles Lor (Head of Planning, Monitoring, Evaluation and Risk Management) presented the 2018 Annual Report to the PPC. Main highlights from the report included the following:</p> <ul style="list-style-type: none"> <li>• Excellent progress is being made against the 2020 IUCN Programme targets, with nearly 50% achieved and a further 30% on track;</li> </ul>	DEC
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- On the couple of targets that are currently red-flagged, the causes for deviation are mostly due to factors outside IUCN's control (for example, the implementation of Target 19 on new legal agreements is linked to the ECOLEX data source, which is external to IUCN and will show no progress until FAO updates the database);
- Growing engagement with Members can be seen, both through joint project implementation and increased flow of funds to them;
- Membership survey shows that State & government agency Members see a high value-addition from IUCN's core functions, especially from its convening power and knowledge generation (less so from capacity building);
- IUCN project portfolio is stronger, with increased average value of projects (shift from smaller value to larger value projects), increased spending through members and partners, and its increased role as an implementing agency;
- Overall organisational capacity is healthy due to stable and diverse staffing, improved risk control management, and optimisation of project appraisal and approval systems.

The Chair opened the floor for comments:

Sean Southey and John Robinson enquired about the actual delivery of the Programme compared to anticipated delivery (i.e. burn rate), the implications of a slower project burn rate (currently standing at 75% while it should normally be expected to be around 90%), and the need to properly understand and address the reasons for the same.

Secretariat staff present explained some of the reasons for this, noting, for instance, slow signing of projects, lumpiness of large projects, dependence on external partners for delivery, recent shifts in IUCN budgeting model and management fee structure, and hidden costs of GEF/GCF project development. The need for having a better system and procedures for more accurate and accountable forecasting, baseline setting, and tracking was also highlighted.

Kristen Walker drew attention to the relative weakness of IUCN in fundraising. The need for more exchanges between PPC and FAC on this matter was also noted by several members of PPC.

The Chair agreed and concluded that project burn rate would be an important issue for the PPC to keep track of, also in light of other ongoing discussions on IUCN's long-term financing model in the FAC.

Angela Andrade highlighted the insufficient reflection of the contributions and results of Commissions work in the annual report and the need to find a better way to address this. Cyrie Sendashonga noted that this issue had already been raised in the past. She observed that the information included in the annual report followed the reporting format that had been developed to capture aggregated results of Commissions and Secretariat work, and one way that had been suggested in a past PPC meeting to address the concern raised by the

	<p>Chair of CEM was to provide a space for Commission Chairs to highlight some of their key achievements when they directly to Council.</p> <p>Following discussion, the Chair concluded that it would be important for IUCN's annual reporting to show that IUCN is engaging with its Members, noting that the more this can be demonstrated, the greater the value Members will perceive from the organisation, and the better their expectations will be met. He commended the inclusion of practical examples of project implementation in the report, and suggested including a wider range of such examples in future reports, particularly of Member and youth engagement.</p> <p>The Chair enquired about the quality of data entry into the project portal, with respect to both finance and results, and also the reasons for some of the observed shifts in annual expenditure from SDG15 to SDG14. It was explained that while the financial data entry into the portal was largely accurate, some improvements could be realised with respect to data entry on the results. Some of the current challenges such as the need to use mutually-exclusive and self-identified categories for classifying IUCN results were noted in this regard.</p> <p>In concluding the discussion, the Chair welcomed the improvements seen in the report overall, especially with respect to the inclusion of better metrics, and noted that availability of 3 years of data on the 2017-2020 Programme implementation next year would make the next annual report even better. He also suggested to have a status update on the development of the Project Portal at a future PPC meeting before the 2020 WCC.</p> <p><u>Conclusion</u></p> <div style="border: 1px solid black; background-color: yellow; padding: 5px;"> <p>The Programme and Policy Committee, <b>takes note</b> of the 2018 Annual Report and <b>requests</b> the Secretariat to take into account the comments made regarding how to improve the quality of information to include in future reports.</p> </div>	
PPC/2	<b>Specific Programme and Policy issues</b>	
PPC/2.1	<p><b>Update on the implementation of the 2016 Congress Resolutions and Recommendations</b> <i>Based on a report from the Secretariat</i></p> <p><u>Purpose of the item</u></p> <p>The PPC is invited to take note of the Report on the progress in the implementation of Resolutions and Recommendations and consider putting in place any necessary actions in order to further enhance their implementation.</p> <p><u>Brief summary of the discussion</u></p> <p>David Goodman, Global Policy Unit, presented on the progress made in implementing the 112 Resolutions and Recommendations adopted in Hawai'i. He mentioned that an implementation tracking strategy had been put in place with a Secretariat Focal Point, Members' assigned focal point and Commissions' focal point(s) who prepare so-called Activity Reports and Progress Reports. For the 2018 period there has been wide participation in reporting, though the total</p>	INF

number of activity and progress reports received was down slightly from the 2017 figures (105 and 120 respectively). Overall there has been good progress in implementation of most Resolutions, with a clear improvement over the progress in 2017. In 2018, the most carried out activities were convening stakeholders/networking, policy influencing/advocacy, and scientific/technical activities. This is similar to last year.

A number of Resolutions specifically identify the Council as one actor required for their implementation. In some cases, this indicates that Council should be kept informed about implementation, while in others it requires specific action by Council.

While 68% of Resolutions are in an advanced stage of implementation or completed, many challenges remain, mainly around lack of funding for implementation.

Some reflections were offered. First, the reporting process is still new and so there is a need to build capacity internally and support communication and coordination. Further reflection is needed on how to address the continuous funding gap. To note, that GCC is reviewing a revised motion submission form, which builds upon the 2016 form to emphasise motion (co-)sponsors should be prepared to contribute toward Resolution implementation, including through financial means. Efforts are being carried out to align Members' expectations and stimulate critical thinking about resourcing and implementation prior to the submission of motions (e.g. at RCFs).

PPC members welcomed the excellent report prepared by the Secretariat and highlighted the importance of having Members engaged in Resolutions' implementation, but agreed that reporting and capturing all relevant information to have an accurate picture is a challenge.

The relevance of better communicating the connection between the motions proposed at the World Conservation Congress and the adopted Resolutions and Recommendations' implementation (full policy cycle) was reiterated by several members of PPC. Some cautioned that we must be careful to not "mislead" Members by communicating on Resolutions' implementation progress separately from the rights and obligations that come with the development of motions from the outset.

This is linked to the issue of changing the perception of Members about their role in presenting motions and implementing Resolutions. Often, Members understand they are responsible for presenting motions but not for implementing Resolutions which is generally seen as a task for the Secretariat. The Guidance provided throughout the process until the WCC in Marseille must be clear about this.

Highlighting the big gap that exists between the time of the Assembly at WCC and the start of the next "cycle" with the Regional Conservation Forums (RCFs), PPC members emphasised the risk of losing momentum for implementation and recommended to make better use of the RCFs to enhance increased understanding by Members and Commissions.

Consideration of presentation of the report on implementation of Resolutions for the whole quadrennium at the WCC was suggested.

	<p>PPC also suggested to present a summary report of Resolutions' implementation at all RCFs and invite Members from each region who sponsored motions to present their practical experiences and engagement in implementing the subsequent Resolutions. Cyrie Sendarshonga noted that this item (implementation of Resolutions) has indeed been suggested to be on the agenda of all RCFs in a guidance note from Enrique Lahmann (Global Director, Union Development Group) sent to all Regional Directors.</p> <p><u>Conclusion</u></p> <p>The Programme and Policy Committee <b>welcomes</b> the Secretariat's report with the update on implementation of the 2016 Congress Resolutions and Recommendations and <b>recommends</b> making good use of the preparations for the next Congress, including at RCFs, to enhance understanding by all IUCN constituencies about the Union-wide effort needed for the implementation of Resolutions and Recommendations.</p>	
PPC/2.2	<p><b>Retirement of Resolutions / Recommendations</b></p> <p><u>Purpose of the item</u></p> <p>The PPC is invited to recommend the Council to approve the final list of the Resolutions and Recommendations to be retired provided by the Task Force on Resolutions Retirement, and to approve the deployment and launch of the archive prior to the opening of the online motion submission process for the 2020 World Conservation Congress in May 2019.</p> <p><u>Brief summary of the discussion</u></p> <p>Peter Cochrane, Chair of the Resolutions Retirement Task Force, introduced the item. He stressed the importance of conveying to Members the need for implementable and reportable Resolutions. David Goodman, Policy Officer, succinctly presented the various steps in the retirement exercise and its outcome: out of the total 1305 Resolutions in the database, 534 were classified as active and 771 as inactive Resolutions. The presentation then turned to the other Task Force functions, namely: i) propose options on how to deal with active Resolutions (such as distinguish actionable from guidance/policy Resolutions and carry out a policy analysis); ii) the review mechanism (should be undertaken every 4 years with a procedure yet to be determined); and iii) create and accessible archive (a test was shown).</p> <p>After the presentation, Peter Cochrane indicated that the simpler approach going forward would be a 'sunset provision' that would trigger a review, and requested the word 'inactive' be changed to 'archived' in the archive. The Chair of PPC expressed appreciation for the work undertaken by the Task Force and the Secretariat and, related to item 2.1 above, asked to consider indicating the sponsor organisations in the database onwards to facilitate the follow-up of implementation.</p> <p><u>Conclusion</u></p>	DEC

	<p><b>DRAFT COUNCIL DECISION</b></p> <p>The IUCN Council, On the recommendation of the Programme and Policy Committee:</p> <p><b>approves</b> the final list of the Resolutions and Recommendations to be retired (*) provided by the Task Force on Resolutions Retirement to be submitted to the Members Assembly at the 2020 WCC for endorsement;</p> <p>also <b>approves</b> the deployment and launch of the archive prior to the opening of the online motion submission process for the 2020 World Conservation Congress in May 2019.</p> <p>(*) As presented in Council document <a href="#">C/96/PPC47/2.2</a></p>	
PPC/2.3	<p><b>Consideration of a guidance note for implementing the WCC-2016-Rec-102</b></p> <p><i>Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development)</i></p> <p><u>Purpose of the item</u></p> <p>Council is invited to approve the use of the Explanation of Terms used in IUCN Recommendation WCC-2016-Rec-102 “Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development” as a guide for implementing the Recommendation.</p> <p>Council was further invited to endorse a further process of consultation with IUCN Members, other governments and civil society as a step towards developing practical guidance, including a suite of case studies, to assist implementation.</p> <p><u>Brief summary of the discussion</u></p> <p>Jane Smart (Global Director, Biodiversity Conservation Group) briefly presented the Explanation of Terms used in IUCN Recommendation WCC-2016-Rec-102 and invited PPC to make comments of the document. She stated that we need clarity on those technical terms and asked for PPC to see the explanations of the terms from the recommendation.</p> <p>The PPC Chair commented that this document brings more clarity for managers, for non-experts, helped to understand the issues.</p> <p>Some PPC members expressed concerns over the language used in the explanations which might have serious implications if they are not sufficiently clear and thus could lead to misinterpretation. It was also mentioned that, in fact, these terms have been discussed for years and some suggested to have the document checked by lawyers to ensure clarity.</p> <p>Stewart Magginis (Global Director, Nature-Based Solutions Group) mentioned that there might be a systemic problem in the way the original motion that lead to this Recommendation was drafted and highlighted the importance of ensuring that from the outset motions put forward are clear in the terminology used to avoid misinterpretation in their implementation further on.</p>	DEC



	<p>The PPC Co- Chair, Amran Hamzah, suggested to have a small working group to look at the language in the proposed text and bring back the item the next day.</p> <p>A small group supported by Jane Smart worked on the text and some edits were proposed. However, when this issue was brought back to PPC on Friday 29<sup>th</sup> March, the recommendation from the group was to withdraw this issue from this PPC meeting and proposed its consideration at the next PPC meeting in October in order to leave some time for further reflection and consultation including with the Chair of WCPA and the Director of the Global Protected Areas Programme.</p>	
PPC/2.4	<p><b>Progress report from the Post 2020 Global Biodiversity Framework Task Force</b></p> <p><u><i>Purpose of the item</i></u>  The PPC is provided with an update on the activities of the Task Force on the Post-2020 Global Biodiversity Framework constituted at the last Council (October 2018). Hilde Eggermont, Chair of the Task Force, and Jane Smart from the Secretariat, made a presentation which focused on the process carried out so far under the leadership of the Task Force and the evolving content of the IUCN position.</p> <p><u><i>Brief summary of the discussion</i></u>  PPC members were very supportive of the work of the Task Force and welcomed the coordination with the Secretariat. Some highlighted the integral relationship between the post-2020 process at large and the discussions in PPC on the IUCN Programme 2021-2024 on the one hand and also in CPC on the themes of the 2020 WCC on the other.</p> <p>PPC agreed that IUCN is uniquely positioned to contribute to this process and recommended focusing on IUCN's added value (where IUCN makes a difference) compared to the many actors that are providing inputs to the process. IUCN needs to elevate its thinking beyond the technical details and the contributions from all components of the Union and really distil a number of strategic key messages. Beyond long submissions, IUCN should be aiming at producing a short (3 pages) impactful document that we can share with the CBD Secretariat and others and use in outreach efforts. This short key messages piece must be developed in the coming months so that it can also be used to influence the discussions that will soon start at the UN around progress in the implementation of the 2030 Agenda for Sustainable Development with the SDGs (noting a number of SDG targets which have a timeline of 2020). It was noted also that there was concern heard from some Governments about the risk of the whole post 2020 process becoming an academic exercise that ends up with the adoption of a series of biodiversity conservation targets which are not implementable in the end.</p>	INF

	<p>PPC members stressed that IUCN is in a leadership position in the further development and thinking around the so called “Apex target”, but that the visualisation used so far (pyramid) is not very useful to convey our message as it doesn’t help understand the theory of change. Some suggested to work on better explaining the rationale behind the proposal of “bending the curve” and stressed that the unpublished work by IUCN on this issue could help with that “high-level thinking”.</p> <p>PPC members agreed that much more clarity and strategic thinking is needed in terms of our contributions to this process.</p> <p>The Chair of CEM stressed the importance of IUCN promoting the Red List of Ecosystems and the whole restoration agenda.</p> <p>The importance of connecting with the Chinese government as the future President of CBD COP15 and making good use of our office in China was also highlighted.</p> <p><u>Conclusion</u></p> <p>The Programme and Policy Committee, <b>takes note</b> of the progress report from the Post-2020 Global Biodiversity Framework Task Force and <b>encourages</b> the Task Force to continue developing IUCN position taking into account the suggestions made regarding better focusing on key strategic messages.</p>	
<b>Friday 29 March, 2019</b>		
PPC/3	<p><b>Draft IUCN Programme 2021-24</b>  <i>Approval of the first draft IUCN Programme 2021-24 for the purpose of consulting IUCN Members online and during the Regional Conservation Forums</i></p> <p><u>Purpose of the item</u>  The Council is invited to consider the draft 2017-2020 IUCN Programme and may wish to make comments, as appropriate, to allow the Director General to prepare a revised version to be used for initiating the consultations with IUCN Members and other partners, including through the Regional Conservation Fora.</p> <p><u>Brief summary of the discussion</u>  The PPC Chair introduced the item and the process for its discussion at this Council as well as the process moving forward at the Regional Conservation Forums and the next Council in the Autumn o2019. The chair stressed that the discussion now is not the last time the PPC and council will have the opportunity to address the programme before it goes to the Congress for approval. This version is intended to be used at the RCFs, thus generating more input. Council will at its 98<sup>th</sup> meeting finally adopt the draft which goes to congress.</p> <p>Charles Lor started by presenting the feedback received from the 32</p>	DIS/DEC

Members of IUCN that sent comments after the Programme construct was circulated to all Members for initial feedback in December last year. He then explained the approach that is being followed in the Programme whereby the context is provided by using a landmark assessment to show the key challenges we face, anchoring the Programme on the SDGs, making sure linkages are provided with the post-2020 global biodiversity framework discussions and highlighting nature-based solutions.

The draft Programme includes 4 Programme areas with specific results; these four areas are:

1. Healthy and Resilient Landscapes for Nature and People
2. Healthy Oceans
3. Climate Change Mitigation and Adaptation
4. Inclusive and Equitable Natural Resources Institutions

The Programme concludes with an implementation section highlighting the roles of constituencies of the Union and presents three enabling themes: Technology, data and innovation; youth, media and communications; and investments and financial sustainability.

The PPC Chair invited participants to make comments:

Chair of CEM recalled comments that her Commission had provided. She recommended having a strategic vision clearly spelled out in the Programme and not “transferring” IUCN’s evolving thinking on the post-2020 global biodiversity framework to the Programme document. She also suggested a better reflection on the issues that are highlighted and the role of IUCN in helping “to solve” those issues. CEM had also suggested being much more creative, promoting systemic thinking, and going beyond simply relying on nature-based solutions as the panacea. She referred to some text that the Climate Change Task Force suggested which will be distributed to PPC for consideration.

Comments were made on the need to align the language and lexicon used as well as the articulation of thinking across three key IUCN processes- the Congress, the IUCN Programme development and the post-2020 global biodiversity framework. To note that this was highlighted in several occasions throughout the PPC discussions. It was stressed that our main focus is to protect, restore and strengthen sustainable use.

PPC members recommended rethinking the language proposed in Programme Area 4 “Inclusive and Equitable Natural Resources Institutions” which seems to narrow action to the level of institutions and States in detriment of non-State actors (which were not well covered throughout the document). Many agreed on referring back to the language that was used for the current Programme around “effective and equitable governance of natural resources” or maybe change the word “institutions” to “governance”. The Chair of CEESP added that this is the cornerstone of what we are doing and that perhaps

what we need is to adapt this Programme Area to the new conditions in its implementation but not changing completely its naming.

Some PPC members felt that the new version of the draft Programme had evolved in the right direction and were comfortable with the 4 prioritized programme areas. PPC Chair mentioned that he had been aware of the concern from some Council members who are not in PPC that the new draft does not have Fresh Water as a separate Programme Area. However, some questioned the merit of having Fresh Water separately in a 5<sup>th</sup> programme area given the strong link between water and land in terrestrial ecosystems. Some also questioned the use of the term “landscapes” suggesting referring simply to ecosystems. In the end, PPC did agree on not recommending adding another programme area at this moment but rather having freshwater ecosystems and terrestrial ones alongside. On the use of the term landscapes, some mentioned that it is more appropriate than ecosystems given the concept already includes several ecosystems.

Some suggested considering the use of plain, simple and consistent language in naming the Programme Areas, e.g., ‘Healthy Landscapes’ (or ‘Healthy Land and Fresh Water Ecosystems’, or ‘Healthy Lands and Waters’) for Programme Area 1, Healthy Oceans for Programme Area 2 and ‘Healthy Oceans’ for Programme Area 3. PPC members also mentioned the need for harmonisation of language and use of terms across the document as there is still a mix of outcomes (including governance outcomes) with process oriented names for Programme Areas; using a more inspiring narrative; making clear the theory of change; and reflecting protection, restoration and sustainable use as the three broad strategies we should be focusing our work on in elaborating each Programme Area.

Some expressed concern that a focus on people seem to be missing in all this and that this needed to be corrected in light of the fact that part of the mission of IUCN is precisely reconnecting people with nature.

The Chair of CEM recalled the importance of better reflecting the need for transformation of economies. We are in a different world and there are key concepts and issues which must come out strongly, she added.

The PPC Chair mentioned that there were two further possible amendments to put forward: one was a suggestion by Ambassador Masahiko Horie to add ‘youth’ as a 4.5 under proposed Programme Area 4 “Inclusive and Equitable Natural Resources Institutions”. The other proposal by the Chair was to insert a section on ‘Union inclusion and Union evolution’ (issue of interlinked constituencies of the Union to deliver Programme). Cyrie Sendashoga recalled that it was foreseen that such a section will indeed be added in the later iteration of the draft Programme based, among others, on elements of the draft Membership Strategy currently being finalised by the Union Development Group that can be fit here.

Sean Southey, Chair of CEC, expressed some discomfort with the idea of leaving 'youth' only as an "enabler" combined with media and communications as is the case in the current draft. He agreed with the proposal of Ambassador Horie on the need for a coherent inclusion of youth across the Programme and highlighted that CEC is already working on a big youth engagement for WCC.

Kristen Walker added that this issue of youth engagement is something that many of our Members might be already working on and that we needed to consider this issue with a Union-wide perspective rather than considering it would fall only on the Secretariat and Commissions to deliver.

The Chair of CEC stressed the need to give greater emphasis of how our Programme is about people too and suggested the inclusion of some wording (or a section) around "building a people's movement" (educate, engage, mobilise).

The PPC Chair asked Sean Southey to come up with specific text on this and send it to the Secretariat.

Before concluding discussion on this item PPC members emphasised once again the need for IUCN to come up with one voice and align efforts around the Programme, the themes of the World Conservation Congress and the post-2020 global biodiversity framework.

Cyrie Sendashonga then explained the process going forward. She said that there would be no new draft prepared overnight to present to Council on 31 March 2019. Rather, the Secretariat will prepare a revised version taking into account the comments and views expressed at this meeting. The revised version will be available in 1-2 weeks' time. It will then be sent to PPC for final review and endorsement (by email), on behalf of Council, as the draft to be used as a basis for further consultations with Members and other partners during the RCFs and online.

Conclusion

	<p><b>DRAFT COUNCIL DECISION</b></p> <p>The IUCN Council,</p> <p>On the recommendation of the Programme and Policy Committee,</p> <p><b>welcomes</b> the progress made in the development of the IUCN draft Programme 2021-2024;</p> <p><b>requests</b> the Secretariat to prepare a revised version of the document incorporating new feedback received during this Council; and</p> <p><b>agrees</b> that, after endorsement by the Programme and Policy Committee, the revised version be used as the basis for further consultations with IUCN Members and constituencies at Regional Conservation Forums and other means of soliciting comments.</p>	
PPC/5	<p><b>Follow-up on assignments</b>  <i>2016 Congress Resolutions requiring action from Council</i></p>	
PPC/5.1	<p><b><i>Report from the chair of the Task Force on WCC-2016-Res-086 (Synthetic Biology)</i></b></p> <p><u><i>Purpose of the item</i></u>  Council is expected to take note of the report titled ‘Genetic Frontiers for Conservation - An assessment of synthetic biology and biodiversity conservation’ prepared pursuant to WCC-2016-Res-086. The report contains the detailed Technical Assessment as well as a shorter document titled ‘Synthesis and Key Messages’ distilled from the technical assessment.</p> <p>Council is further invited to consider and endorse the draft IUCN Policy on Synthetic Biology and Biodiversity Conservation developed on the basis of the Technical Assessment before it is submitted to the IUCN Membership as a Council-sponsored motion for discussion at the Regional Conservation Fora.</p> <p><u><i>Brief summary of the discussion</i></u></p> <p>Kent Redford, Chair of the Synthetic Biology Task Force made a presentation highlighting the context in which synthetic biology is used and how it is fast evolving with potential implications, both positive and negative, on biodiversity and human well-being. He recalled the content of the IUCN RES 086 adopted in Hawai’i and the process set to implement the Resolution first with the development of an assessment on synthetic biology and biodiversity conservation and then the development of an IUCN policy. The draft policy would need to be presented and discussed with IUCN Members at the RCFs alongside a motion calling for its adoption at the next Congress.</p> <p>Members of PPC welcomed the work carried out so far in fulfilling the Resolution, recognised this incredible piece of work and its thoroughness. Several PPC members asked how to raise awareness about the subject and generate more “pick-up” from the general public about this issue given how massive its potential impacts, good</p>	DIS/DEC

	<p>and bad, are. The question then became “How can we better socialize this?”</p> <p>Jane Smart suggested that something that might help could be preparing a short and simple piece containing 3 case studies where there is a clear evidence of a good result for conservation and 3 others where there wasn’t a good result. That will help to better inform CBD Parties and others and influence policy decision making.</p> <p>The Chair of the Task Force mentioned that the information that the general public receives on this issue generally comes from science fiction and dystopia which is precisely why we need better story telling. The Chair of PPC agreed that this is a question about optics and added that this issue is much more divisive than GMOs but one that is extremely interesting.</p> <p>Some PPC members expressed concern on the implications of the rate in which these issues are moving and whether the risk assessments bodies have the capacity to really “catch-up” with this fast changing scenario.</p> <p>The Chair of the TF also referred to the existence of several regulatory institutions and policies, both at the global and national levels, but concluded that these regulations vary significantly from country to country and that ultimately what is needed is the evolution of those national level policies to tackle this issue more effectively.</p> <p>Sean Southey flagged the high polarisation of this issue and recommended working on a communications and “risk measurement” plan. The Chair of the TF reassured him that the Task Force had consulted with IUCN Global Communications on this. PPC members recommended that such a communications plan be developed for the RCFs.</p> <p><u>Conclusion</u></p> <div data-bbox="343 1406 1257 1883" style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, On the recommendation of the Programme and Policy Committee,</p> <p><b>takes note</b> of the report “Genetic Frontiers for Conservation - An assessment of synthetic biology and biodiversity conservation” prepared pursuant to WCC-2016-Res-086,</p> <p>and <b>endorses</b> the draft IUCN Policy on Synthetic Biology and Biodiversity Conservation (*) developed on the basis of the Technical Assessment before it is submitted to the IUCN Membership as a Council-sponsored motion for discussion at the Regional Conservation Fora.</p> </div> <p>(*) As presented in Council document <a href="#">C/96/PPC47/5.1</a></p>	
PPC/5.2	<b>Other Resolutions requiring action from Council</b>	INF

Jane Smart reported on **RES 018 (standard classification of impact of invasive alien species)**.

The resolution calls for a consultation process involving all relevant stakeholders within the Union to develop the Environmental Impact Classification of Alien Taxa (EICAT) before it is considered by Council for adoption as an IUCN standard. It also calls on all parts of IUCN and the scientific community at large to apply EICAT and publish resulting assessments through the IUCN Global Invasive Species Database.

Since the last Council meeting progress has been made in several areas. IUCN and the SSC Invasive Species Specialist Group (ISSG) members of the newly formed EICAT Authority, recently held a meeting in Cambridge to address the comments and recommendations received through the IUCN-wide EICAT consultation, and through lessons learned from its application. The EICAT Authority members are now making the relevant edits to Version 1 of the proposed EICAT standard, and Guidance document. These edits will be completed over the next few months and a version 2 will be provide to all those who submitted comments through the consultation.

The data infrastructure that will support EICAT, and make the assessments publically available, was also agreed upon and will be implemented this year (with the ISSG Global Invasive Species Database). This is part of a wider data integration process that is bringing all of the IUCN invasive species data into on single database.

She concluded by saying that the finalised EICAT standard, along with the GISD data support, will hopefully be ready to submit to IUCN Council in October 2019.

Kristen Walker, Chair of CEESP reported on progress made in **RES 030 (ICCAAs) and RES 075 (Indigenous cultures)**. Since the last report, there has been a re-affirmation of the role of indigenous cultures in global conservation efforts, an IPO Strategy has been put in place and an IPO officer is being recruited for Secretariat. She mentioned that new spaces have been opened for IPO engagement in UNFCCC as well as in the CBD process. She informed PPC of an IPO member meeting in Guatemala in May and about engagement with UNPFII on Conservation and Human Rights Dialogue.

However, she stressed, we need to see further action between conservation and human rights from the Council given the news coming out of allegations and breaches in human rights. She recommended that PPC takes a decision on this important issue.

PPC members mentioned the need to address this topic in Congress perhaps through a dedicated session. The Chair recommended that some text be brought forward for PPC's consideration.

Stewart Maginnis reported on **RES 045 (Primary Forests)** and the work of the Task Force on Primary Forests. Since the last Council meeting, the Task Force met in Gland and a draft document has been produced covering 16 areas of work identified including rights-



based approach. This has been circulated to the TF for further comments and then a policy will be developed and brought forward to Council possibly at its next meeting.

**Biodiversity and Human Health** (*DEC C/92/8* Annex 7, PPC report p.5)

Peter Cochrane reported on progress made on this issue. He mentioned that IUCN prepared a draft policy brief on biodiversity and health as inputs into COP14 which took a decision on the issue (CBD/COP/DEC/14/4). He briefly spelled out the key elements of the CBD Decision. Importantly, the decision requests the Executive Secretary of the CBD and invites the WHO to develop integrated science-based indicators, metrics and progress measurements tools on biodiversity and health; develop targeted messaging approaches on mainstreaming biodiversity for the health sector, including as part of a global communication strategy; and invites the WHO to further support the development and implementation of measures, guidance and tools for promoting and supporting the mainstreaming of biodiversity and health linkages in the health sector.

He highlighted that IUCN has an opportunity to set a platform at WCC 2020 to bring forward the interlinkages between biodiversity and human health. He added that the IUCN Programme 2021-24 and the Post- 2020 Global Biodiversity Framework must also address biodiversity and human health issues.

Angela Andrade commented that CEM has been working on this issue, has established a task force and has a working group on systemic pesticides looking at the impacts of pesticide on human health.

Additionally, Sean Southey informed the meeting that over the last year, CEC has been working on a literature review on this topic which resulted in an extensive document accompanied by a summary document for policy makers which is available for Council.

PPC recommended to make the link between biodiversity and human health come up strongly in the IUCN Programme 2021-2024.

Update on **IUCN's engagement on Food Systems** (*DEC C/92/8* Annex 7, PPC report p.8)

Stewart Maginnis started by alluding to the fact that IUCN's work has many links to agriculture but that we are not yet fully coordinated. The links between biodiversity loss and agriculture are clear but IUCN is working on finding an angle that isn't already covered by other organisations and efforts. The group working on this topic has produced a draft framing document identifying two areas which need attention and have some scientific foundations to build on. These are: 1. Land health (soil biodiversity and managing the soils that many ecosystems depend on) and 2. Sustainability of supply chains to promote good landscape approaches and improve land productivity.

	<p>It was mentioned that the IUCN Brussels office has made progress engaging in dialogues around the EU's common agricultural policy in particular. Some capacity has been built internally to work on this issue through ESARO and 2 secondments from the Government of France.</p> <p>PPC members welcomed IUCN's work on this as agriculture is the biggest driver of biodiversity loss and it is also important to raise the positive message to the sector that working on soil biodiversity will bring back productivity to soil.</p>	
PPC/6	<b>Reports from task forces established by PPC:</b>	
PPC/6.1	<p><b>Urban Task Force</b></p> <p><u>Purpose of the item</u> Jonathan Hughes, Chair of the Task Force updated PPC and presented on the discussions held during the Task Force's meeting the day before.</p> <p><u>Brief summary of the discussion</u> The Urban Task Force recommended PPC the development and implementation of a package of activities at the World Conservation Congress in Marseille 2020 in order to raise the profile of the vital importance of the urban-nature agenda for the health of people and planet in the 21<sup>st</sup> century, to include the following elements:</p> <p>A Congress pre-event for Mayors and city leaders where 'voluntary commitments' can be made and pledges to the implement IUCN tools such as the emerging 'Urban Nature Index' and 'Global Urban Manifesto' (with a view to these being further developed and transmitted to CBD COP15);</p> <p>An urban or cities themed Pavilion in the main Congress exhibition space where a programme of events can be delivered, coordinated by the IUCN Urban Alliance;</p> <p>An urban-nature 'journey' for those delegates, particularly IUCN members engaged in urban governance, wishing to follow events and presentations related to the urban-nature agenda; and The development of a Council sponsored motion which articulates the imperative of the urban-nature agenda, calls for the development of science based targets for cities, and implementation of the Urban Nature Index and other key goals of the IUCN Urban Alliance.</p> <p><u>Conclusion</u></p> <div style="border: 1px solid black; background-color: #ffff00; padding: 5px;"> <p>The Programme and Policy Committee, <b>takes note</b> of the proposals made by the Urban Task Force on a range of activities for the 2020 World Conservation Congress and <b>recommends</b> the development of a Council-sponsored motion which articulates the imperative of the urban-nature agenda, calls for the development of science-based targets for cities, and implementation of the Urban Nature Index and other key goals of the IUCN Urban Alliance.</p> </div>	INF

PPC/6.2	<p><b>Private Sector Task Force</b></p> <p><u>Purpose of the item</u> For the PSTF to provide an update to PPC, including IUCN's engagement with the extractives sector, particularly including an update on Rio Doce and the Brumadinho tragedy.</p> <p><u>Brief summary of the discussion</u> The Chair of the Task Force, John Robinson, reported on the discussions held at the meeting of the PSTF. He summarised the Business and Biodiversity Programme's (BBP) work on the Operational Framework on Engagement with the Extractives Sector. He then summarised BBP's separate work on the Rio Doce Panel, highlighting the PSTF's debate about whether IUCN can engage with the Brumadinho tailings dam collapse.</p> <p>Councillors took note of the report, and given the prevalence of the issue and its importance as a driver of biodiversity loss, discussed whether there are ways that IUCN can take a more strategic and proactive approach to working on environmental remediation from dam collapses. While there is some interest in environmental impact assessments of new projects, it was discussed that IUCN should avoid involving itself in engineering issues, and that there are legacy issues of existing dams, including potential impacts of key biodiversity areas. IUCN can play an important role in improving practices in responding to dam collapses.</p> <p>It was also highlighted that it is important for IUCN to continue to engage with the extractives sector. However, there should be due consideration given to appearing to be too close to the industry, given reputational risks.</p> <p><u>Conclusion</u> PPC agreed to adopt the recommendations of the PSTF, with some minor modifications, and to forward those recommendations to Council.</p> <p>The Programme and Policy Committee, <b>takes note</b> of the report of the PSTF, including the Operational Framework on Engagement with the Extractives Sector.</p> <p><b>DRAFT COUNCIL DECISION</b></p> <p>The IUCN Council, On the recommendation of the Programme and Policy Committee,</p> <p><b>recommends</b> that the Business and Biodiversity Programme of IUCN should not currently engage with Brumadinho;</p> <p><b>encourages</b> IUCN and the Rio Doce Panel to continue to share technical and scientific knowledge on appropriate environmental and social responses to the collapse of tailing dams, both within and outside of IUCN.</p>	INF
PPC/6.3	<b>Climate Change Task Force</b>	INF

Purpose of the item

Update the PPC on the work of the Climate Change Task Force.

Brief summary of the discussion

In her report to the PPC, Angela Andrade, Chair of the TF, presented a brief summary of the TF's discussion which included updates from the Secretariat and the Commissions' specialist groups on their work on climate change.

She said the TF welcomed the inclusion of climate change as a programme area in the draft 2021-2024 Programme and recommended strengthening section II by referencing the latest IPCC 1.5°C report (note: TF provided wording to this effect). She also reported that given the cross-cutting nature of climate change, the TF had also explored the idea of establishing a new IUCN Commission on Climate Change. She noted that in this regard, the Commission Chairs in their meeting held on 27 March 2019 had proposed that this discussion could be initiated by establishing an Inter-Commission Working Group on climate change that would study the need for this new Commission, the feasibility of such endeavour and the accompanying financial and human resources implications.

The TF further agreed it would provide inputs and help review the different position papers and submissions to the UNFCCC, especially where no IUCN position or policy exists.

In the discussions that followed, some cautioned against providing guidance on matters where IUCN does not have a position premised in the body of IUCN WCC Resolutions and it was noted that IUCN could present options and provide technical support without recommending a particular course of action. Peter Cochrane suggested compiling all Resolutions on climate change into one to have a clear policy on the matter, and retire previous Resolutions.

On the question regarding the feasibility and desirability of a new commission, PPC agreed to follow the course of action proposed by the Commissions Chairs to initiate the discussion by the establishment of an Inter-Commission working group.

Conclusion

	<p>The Programme and Policy Committee, <b>takes note</b> of the following recommendations from the Climate Change Task Force:</p> <ol style="list-style-type: none"> <li>1. There is an urgent need for the IUCN to strengthen its role in addressing climate change mitigation and adaptation commensurate with the severe nature of the climate challenge. The Union needs to broaden and strengthen its work and impact in global, regional and members' climate change efforts.</li> <li>2. IUCN needs to leverage, build on and expand what its members are already doing, and help amplify/add value to those efforts.</li> <li>3. There is a need for enhanced capacity within IUCN to support the Union on climate change, including through right capacity &amp; resources within the secretariat and the commissions.</li> <li>4. The Commissions Chairs have established an Inter-Commission Working Group on Climate Change to consider the need for and modalities of proposing at a later stage a separate IUCN Commission on climate change.</li> </ol>	
PPC/7	<p><b>Report from Council's Global Oceans Focal Person</b>  <u>Purpose of the item</u>  Update to PPC on the progress of oceans in IUCN related efforts.</p> <p><u>Brief summary of the discussion</u>  Peter Cochrane made a brief presentation. In general, the state of the ocean is poor mostly due to global scale threats like climate change, pollutants, extractive activities and transportation and coastal infrastructure related threats. There are some bright spots in the progress in ocean governance progress with the UN Areas beyond national jurisdiction negotiations. Additionally, MPA coverage is increasing (through easy wins (and effectiveness is in question)) and purportedly minor modifications to the World Heritage convention could allow extension of WH sites to the high seas.</p> <p>He mentioned that progress is reliant on international cooperation due to the scale of the global threats and in this context, IUCN's role as a convener and influencer of policy is essential. Other areas where we work well include the compiling and disseminating of science-based evidence and tool kits/standards and capacity building.</p> <p>IUCN's portfolio has progressed well over the last few years with much work on plastics and a big focus on mangroves (both of which occur across programmes) and financing. The Commissions are heavily involved in marine efforts as well, in particular with CEESP establishing a specialist group on people and oceans and CEM a task force on plastics and deep sea mining.</p> <p>He recalled that a new Director will be coming in for GMPP and acknowledged the valuable contribution of Carl Gustaf Lundin to IUCN's efforts.</p>	INF

	<p>For the future of GMPP and IUCN’s work on this area, Peter recommended maintaining global policy presence on major marine issues (especially SDG 14, ABNJ and polar regions). Also, managing a targeted programme of work across regions and Members towards applying our expertise at scale was highlighted.</p> <p>Given that the proposed draft IUCN Programme 2021-2024 has healthy oceans as one of the prioritized Programme Areas, Council has an opportunity to fit the critical issue of oceans into the post 2020 framework. The significance of oceans is only going to increase with upcoming publications and conferences and indeed ocean science is a theme of the next decade.</p> <p>Discussions also turned around MPA effectiveness and concern around having them in the right places and under the right category. Emphasis should be on 100% sustainable management of the ocean and MPAs on top of this.</p> <p><u>Conclusion</u></p> <p>The state of the oceans continues to deteriorate but there has been good programmatic progress in specific areas like ocean governance and there is great scope for progress ahead with adequate resources and large scale initiatives.</p> <p>PPC welcomed the appointment of the new Director of the GMPP, Minna Epps, and extends an invitation to her to participate in its next meeting.</p>	
PPC/4	<p><b>Council motions for the 2020 Congress</b>  <i>Recommendation to Council of the topics for Council motions and a mechanism to prepare and approve them in time to be submitted by 28 August 2019 (Rule 49)</i></p> <p><u>Purpose of the item</u>  To discuss the potential topics of a series of Council-sponsored motions and a mechanism to prepare and approve them in time to be submitted by the deadline for submission of motions on 28 August 2019.</p> <p><u>Brief summary of the discussion</u>  The PPC reviewed several motion areas of interest to Council based on commitments and obligations from previous Resolutions requiring action from Council, strategic areas where IUCN could make a significant impact, areas that address new products and policies developed by the Union.</p> <p>PPC observed that while the number of proposed Council-sponsored motions for the 2020 WCC might exceed the number that Council sponsored for the 2016 Congress, given the importance of 2020 as a watershed year for the conservation community, the Council should not be constrained by limiting the number of motions that it proposes as long as they are focusing on key strategic issues for the Union and for the conservation imperative in general.</p>	DIS/DEC

It was clarified that Council-sponsored motions will go through the same scrutiny and process as all other motions, and further emphasised that great care should be taken in drafting the text to avoid ambiguities and systemic problems later on.

The PPC concluded that it would submit to Council the full list of motions that Councillors felt were important for the 2020 Congress, and noted that a process, with deadlines and allocations of responsibilities for drafting the motions, will need to be put in place to ensure that the texts are drafted within the timeframe for the submission of motions, so that Council can review and approve the final texts.

Conclusion

The PPC proposed the following 11 areas to be considered for developing Council-sponsored motions:

1. IUCN Policy on Synthetic Biology (WCC-2016-Res-086)
2. Retirement of Obsolete Resolutions (WCC-2016-Res-001)
3. Post-2020 Global Biodiversity Framework
4. Red List of Ecosystems
5. Nature-based Solutions Standard
6. UN Decade of Ecosystem Restoration
7. Urban-Nature Agenda
8. IUCN Policy on Natural capital
9. Conservation and Human Rights
10. Climate Change and Biodiversity
11. Sustainable Agriculture and Food Systems

The PPC noted that a deadline will need to be set for all Committees to submit their motion areas, and a process will need to be established for developing the actual texts of motions. As Councillors will want to see the full text before the Council-sponsored motions are submitted, a remote PPC/Council meeting will need to take place prior to the end of the motion submission process set on 28 August 2019.

	<p><b>DRAFT COUNCIL DECISION</b></p> <p>The IUCN Council, On the recommendation of the Programme and Policy Committee,</p> <p><b>Notes</b> that the following subjects for Council-sponsored Motions are proposed to be prepared for the World Conservation Congress 2020:</p> <ol style="list-style-type: none"> <li>1. IUCN Policy on Synthetic Biology</li> <li>2. Retirement of Obsolete Resolutions</li> <li>3. Post-2020 Global Biodiversity Framework</li> <li>4. Red List of Ecosystems</li> <li>5. Nature-based Solutions Standard</li> <li>6. UN Decade of Ecosystem Restoration</li> <li>7. Urban-Nature Agenda</li> <li>8. IUCN Policy on Natural capital</li> <li>9. Conservation and Human Rights</li> <li>10. Climate Change and Biodiversity</li> <li>11. Sustainable Agriculture and Food Systems</li> </ol>	
PPC/8	<b>Other issues announced in advance</b>	
PPC/8.2	<p><b>Any other business</b></p> <p>Kristen Walker, Chair of CEESP, had proposed a new item in the agenda concerning IUCN's response and engagement on the issues of Environmental Defenders, Human Rights and Conservation from now through the IUCN Congress.</p> <p>She proposed a text outlining the issues at stake which was considered by PPC.</p> <p>The PPC noted the progress that has been made in <i>Affirming the Role of Indigenous Cultures in global conservation efforts</i> (WCC-2016-075) and the engagement of IUCN's Indigenous members organizations but also recognizes that issues still remain with respect of conservation approaches and human rights, noting the current dialogue taking place in the UN Permanent Forum on Indigenous Issues related to conservation and indigenous rights, the ongoing criticism of conservation in academia and popular media and the continue increase in deaths of environmental defenders.</p> <p>The PPC also agreed with the Chair of CEESP on the formation of a task force to engage the UN Special Rapporteurs on Environment and Human Rights and the Rights of Indigenous Peoples and other appropriate expertise to formulate a roadmap from now through to Congress that would address the issue around human rights, environmental defenders and conservation. PPC recommended the drafting of specific TORs for this task force.</p>	



	The Programme and Policy Committee <b>agrees</b> on the formation of a task force on Human Rights and the Environment and <b>recommends</b> that Terms of Reference be developed for consideration at the next PPC meeting.	
	<b>The Chair closed the meeting at 17:36 p.m.</b>	



96<sup>th</sup> Meeting of the IUCN Council, 28 March - 31 March 2019

FINANCE and AUDIT COMMITTEE (FAC)

Meeting of Thursday 28 March 2019 and Friday 29 March 2019  
Held at IUCN, Holcim Think Tank A

**Report to Council**

FAC/1	<p><b>Approval of the agenda</b></p> <p>The Finance and Audit Committee approved the agenda as presented.</p>	INF
FAC/2	<p><b>Review of minutes of previous meeting</b></p> <p>The Finance and Audit Committee took note that items carried forward from prior meetings of the FAC were included in the current FAC agenda, namely:</p> <ul style="list-style-type: none"> <li>• The fact finding mission in relation to C95/19 and C95/21.</li> <li>• The joint FAC/GCC working group on membership dues.</li> </ul>	INF
FAC/3	<p><b>Report from the Head of Oversight</b></p> <p><u>Purpose and background</u> The Head of Oversight (HoO) presented her report.</p> <p>The current report was an annual report that looked at work done over the past year and worked planned for the current year. The next report would be an update. This was in line with standard industry practice</p> <p>The Governance/Risk/Control (GRC) integrated framework was presented. Good progress was being made on all key elements and additional work was in the pipeline. Cybersecurity was becoming an increasingly important risk.</p> <p>The HoO presented the internal control scorecard (based on the COSO framework) and noted that most of the 17 areas were on a positive track and that the report would become more substantive over time.</p> <p>A strategic, risk-based approach to oversight and internal audit was being adopted, in line with standard practice and away from the more traditional transactional, compliance approach.</p>	INF

	<p>The HoO recapped work done in 2018, including work done on fraud prevention. She provided a status report on open internal audit recommendations, noting that the back log had been significantly reduced.</p> <p>She brought to the attention of the FAC resource concerns. An organisation of the size and complexity of IUCN would normally have a team of 3. Different resourcing options were being explored.</p> <p>The 2019 workplan for the unit was presented.</p> <p><u>Summary of the discussion</u></p> <p>Members asked if the Oversight Unit had resources at the regional level. The HoO replied that it did not but that this was one possible option.</p> <p>The Treasurer thanked the HoO for a professional presentation. He noted:</p> <ul style="list-style-type: none"> <li>• Risk culture needs to be embedded in the organisation and that this presented a challenge for management.</li> <li>• In the corporate sector risk management was to a large extent driven by regulators and external requirements. What was the role of FAC in the absence of external requirements? One approach could be to prioritise risks. For example, data protection was now considered a top risk by many organisations.</li> <li>• In respect of capacity, relooking at the model was important. He considered that a minimum of 2 was required.</li> </ul> <p>Although risk and control was being given more attention by IUCN, culture was probably still a challenge. It was important to continue the good work being done to raise awareness, e.g. on fraud awareness.</p> <p>In response to a question from the HoO on the committee's role on reviewing internal audit recommendations, the FAC agreed that it would be good to see some examples of internal audit recommendations in order to assess FAC's role. A suggestion was made to present high priority items only, though not necessarily for a detailed discussion on each point.</p> <p>On the internal control scorecard, it was noted that item 16 had a red arrow. Why was this? The HoO replied that this related to evaluation and that IUCN did not have a robust</p>	
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	<p>evaluation process at the organisation level. There were no evaluations of organisation processes and programmes in 2018. There were also weaknesses in M&amp;E at the project level.</p> <p>The FAC noted that some investigations showed a financial loss and others didn't. The HoO replied that some investigations were a result of staff not respecting processes, e.g. procurement process, and that this did not necessarily result in a financial loss. Sometimes a potential fraud was stopped due to internal control checks which showed that the internal control framework was working.</p> <p>The FAC noted that the 2019 plan included an audit of staff time management and that this should be considered a priority.</p> <p>In wrapping up, the Chair noted that high risk items should be discussed in future meetings, and that the resource issue needs to be addressed.</p> <p><u>Conclusion</u> The Finance and Audit Committee <i>TOOK NOTE</i> of the report from the Head of Oversight.</p>	
FAC/4	<p><b>Follow up of the FAC Report to C95 (section FAC/10 – Supplemental report of the Head of Oversight; Council decisions C/95/19 and C/95/21)</b></p> <p><u>Purpose and background</u></p> <p>The 66<sup>th</sup> meeting of the FAC (October 2018) established a Fact Finding Mission to review the process followed in relation to an investigation carried out in 2018. Antonio Benjamin and Marco Cerizo (acting Chair) had been appointed to carry out the task.</p> <p><u>Summary of the discussion</u></p> <p>The Chair informed the FAC that, due to circumstance beyond his control, he had not been able to complete the work as originally planned, though the ground work had been started. Antonio Benjamin also informed that he had been unable to dedicate the time required and asked to be excused from further work, though he was willing to assist in an advisory capacity.</p> <p>The Chair asked for clarification of the mandate, expectations and an additional 4 weeks to complete the</p>	INF

	<p>work. He also asked for other FAC members to assist him with the work.</p> <p>The following points were agreed:</p> <ul style="list-style-type: none"> <li>• The report should be presented to the FAC which would then report to Council in accordance with C95/21.</li> <li>• The report should focus on fact: what happened, what should have happened, and what are the lessons to be learnt.</li> <li>• It was important to bring the work to conclusion quickly and follow due process.</li> <li>• The work should be done with reference to the relevant rules and procedures.</li> <li>• If the existing rules and procedures are found to be lacking they should be strengthened.</li> <li>• It was important to carry out the work in a spirit of learning and improving governance processes.</li> </ul> <p>Rick Bates and Denise Antolini (Deputy Chair of WCEL, representing Antonio Benjamin in the FAC) agreed to participate in the Fact Finding Mission. The group decided to dedicate time during the period of current Council meetings in order to expedite the work.</p> <p><u>Conclusion</u></p> <p>The Fact Finding Mission agreed to report to the FAC within one month.</p>	
FAC/5	<p><b>Report of the Legal Adviser</b></p> <p><b>1. <u>Legal actions against or by IUCN</u></b></p> <p><u>Purpose and background</u></p> <p>The Legal Advisor presented an overview of the existing legal actions against or by IUCN, including statistics, a summary description of major cases, and developments since the last meeting of the FAC.</p> <p><u>Summary of the discussion</u></p> <p>The Treasurer asked if IUCN could obtain insurance against fraud? The CFO said that he thought this would be expensive, if at all possible, but agreed to look into the matter. The Treasurer also asked if there was a requirement to disclose contingent liabilities in respect of legal cases. The CFO replied that he did not think so for the cases in</p>	INF / DEC

	<p>questions as the likelihood of payment was remote, but he would check with the auditors.</p> <p>A member of the FAC noted that there were several old cases and asked if they could be “struck off”. The Legal Advisor replied that they could not be struck off if still in court, which was the case.</p> <p><u>Conclusion</u> The Finance and Audit Committee TOOK NOTE of the update on legal issues pertaining to legal actions by and against IUCN.</p> <p style="text-align: center;"><b>2. Update on GDPR</b></p> <p><u>Purpose and background</u></p> <p>The Legal Advisor gave an update on General Data Protection Regulation (GDPR) implementation. A Policy had been issued in 2018 and recently updated to cover Commissions and Councillors. She described measures undertaken for the Secretariat and Commissions, and highlighted the importance of compliance by Commissions and Councillors, particularly in the run up to Congress.</p> <p>In respect of Council she proposed to introduce a change to the Performance Commitment Form to reinforce Council members’ commitment to data protection. If Council agrees, the form would be adapted with the input of GCC and adopted by the Bureau before the October 2019 meeting.</p> <p><u>Summary of the discussion</u></p> <p>FAC raised the following points:</p> <ul style="list-style-type: none"> <li>• Are we compliant now? The Legal Advisor replied that all appropriate processes had been put in place. The challenge was to change behaviour. Training had been rolled out to increase awareness.</li> <li>• Are National Committees also covered? The Legal Advisor replied that they had an implied responsibility and that we should raise their awareness.</li> <li>• The Chair of the SSC noted that getting 100% compliance across the commissions would be very difficult in view of how commissions worked. It was important to have specific guidance, e.g. on electronic discussions, so that the big areas of risk were covered.</li> <li>• It would be good for Council to also do the GDPR training.</li> </ul>	
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	<p><u>Conclusion</u></p> <p>The FAC took note of the report presented by the Legal Adviser on actions being taken to ensure compliance with the Global Data Protection Regulation (GDPR), including the adoption of the IUCN Data Protection Policy by the Director General on 20 March 2019.</p> <p>The FAC agreed with the proposal that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy and, subject to the agreement of Council, requests that the Legal Advisor works with the Governance and Constituency Committee to propose specific wording for adoption by Council or Bureau as soon as possible.</p> <p><b>DRAFT COUNCIL DECISION</b></p> <p>Council, on the recommendation of the Finance and Audit Committee, DECIDES that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy; and requests that a formal proposal be presented to Council or Bureau as soon as possible.</p>	
FAC/6	<p><b>Review of risk register, including review of the risk appetite statement</b></p> <p><u>Purpose and background</u></p> <p>The Head of the Planning, Monitoring, Evaluation and Risk Unit (PMER) presented an overview of risk management objectives and processes, with specific reference to:</p> <ul style="list-style-type: none"> <li>• Establishing a risk management culture</li> <li>• Review of the Risk Appetite Statement</li> </ul> <p>The Head of PMER informed FAC that a Risk Officer had been appointed and a risk committee had been established as a sub-set of the Leadership Team. Risk workshops were being held across IUCN and all offices will be covered by June 2019. The consolidated risk register and top tier risks will be presented to the FAC at its meeting in October 2019.</p> <p>The risk appetite statement was presented together with proposed amendments in respect of security risks.</p> <p><u>Summary of the discussion</u></p>	INF / DEC

	<p>FAC members were pleased to see that Enterprise Risk Management was being implemented.</p> <p>Members emphasised the need to have a specific person being accountable for risk management as opposed to a committee and that accountability for risk taking and risk management needed to be made clear.</p> <p>Members raised questions on who is covered by the Risk Appetite Statement as the text is not clear. Given that the Risk Appetite Statement was approved by Council, the assumption was that it covers all constituent bodies of IUCN: Secretariat, Commission Members, National Committees, etc.</p> <p>Members noted that on top of having high-level guidelines on risk, especially when related to security, risk and security plans need to be established for each office. These should be tailored to specific situations as necessary, i.e. take into consideration project context, country context, or a specific geographical area context.</p> <p>The CFO informed the FAC that a security policy exists and a security officer based in HQ works closely with focal points in country offices to establish and mitigate security risks across the secretariat.</p> <p>The FAC requested the Secretariat to address the following points:</p> <ul style="list-style-type: none"> <li>• Reflect on the need to have a compliance component, including if possible, a position responsible for compliance.</li> <li>• Clarify the scope of coverage of the Risk Appetite Statement</li> <li>• Clearly identify accountability for risk management and risk decisions</li> <li>• Explore the need to have an emergency fund to deal with emergencies if and when they arise</li> <li>• Establish a mechanism for incorporating partners into the risk framework given the growing use of implementing partners in IUCN projects.</li> </ul> <p><u><i>Conclusion</i></u></p> <p>The Finance and Audit Committee <i>TOOK NOTE</i> of the report of the review of risk register and the Risk Appetite Statement and was satisfied on the progress being made to implement ERM.</p>	
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	<p>The FAC recommends to Council to approve the revised Risk Appetite Statement in order to give guidance on security management by adding in the following paragraphs:</p> <p><i>“IUCN has <b>zero tolerance</b> for actions that put employees in positions of unnecessary risk of physical harm and where reasonable alternatives exist.</i></p> <p><i>IUCN has <b>moderate</b> risk appetite for undertaking mission-critical field visits in high security risk countries and areas when coordinated and approved in accordance with IUCN’s International Safety and Security Principles and Guidelines and with IUCN’s Travel Policy and Procedures. IUCN will exercise its duty of care by making staff aware of travel related risks, by ensuring outreach and training for staff; and by responding speedily in case of incident.”</i></p> <p><b>DRAFT COUNCIL DECISION</b></p> <p><i>Council, on the recommendation of the Finance and Audit Committee, <b>approves</b> the revised Risk Appetite Statement (doc C96 FAC 67.6).</i></p>	
FAC/7	<p><b>Review of the draft, unaudited financial statements for 2018</b></p> <p><u><i>Purpose and background</i></u></p> <p>In accordance with the statutes (46.g), Council (or Bureau acting on behalf of Council) is required to approve the audited financial statements, though final approval rests with Congress (20.d).</p> <p>The CFO informed the FAC that the audit of the 2018 financial statements was currently in progress and that he would be presenting the draft unaudited financial statements. A meeting of the FAC would be organised in May to receive the report of the external auditors and for the FAC to make a recommendation to Bureau on the approval of the financial statements.</p> <p>The overall result for the year, before transfers to designated reserves, was a deficit of CHF 0.9m. After transfer to designated reserves for items such as the 2020 Congress and Regional Conservation Fora to be held in 2019, the net result was a deficit of CHF 1.5m vs. an approved break-even budget.</p> <p>The key reasons for the deficit were:</p>	DEC

	<ol style="list-style-type: none"> <li>1. Loss on investments of CHF 0.4m. These were unrealised losses as a result of “marking investments to market” as at 31 December 2018. CHF 0.3m of the loss had reversed as at 28 February 2019.</li> <li>2. Project expenditure was 24% below budget. This impacted the ability of IUCN to recover institutional costs and overheads through the project portfolio. Consequently, a higher proportion of these costs compared to budget had to be borne by unrestricted funds.</li> <li>3. CHF 0.6m in write offs related to the Regional Office for West Asia plus additional expenditure of CHF 0.2m on reorganizational measures.</li> </ol> <p><u>Summary of the discussion</u></p> <p>Members thanked the CFO for the detailed presentation and discussed the results presented, emphasising;</p> <ul style="list-style-type: none"> <li>• The need for increasing efficiencies in both project development and implementation</li> <li>• The need to continuously monitor and address balance sheet items that could lead to future losses</li> <li>• The need to regularly monitor project implementation and reforecast budgets for 2019.</li> </ul> <p>The Treasurer gave an overview of IUCN’s financial objectives as detailed in the statutes: having an appropriate level of reserves and having balanced income and expenditure. This defined the capacity of IUCN to absorb risk and invest in the future. The Treasurer emphasised the need to have a long term strategy for financial management to avoid being caught up in short term annual cycles that could deter long term thinking. He opined that given the current global focus on environment issues, IUCN should, ideally, be on an expansionary track and not be contracting, subject to a sustainable financial strategy which supported the mission strategy.</p> <p>The Treasurer suggested reconsidering the policy on revenue recognition from the current input basis (where revenue is recognised based on expenditure incurred) to an output basis (where revenue is recognised on contract implementation progress) which is in accordance with International Financial Reporting Standard 15. In response, the CFO advised that a change in policy would be complex given the nature, size and variety of IUCN’s contracts and that it would result in significant deficits in the early years of implementation.</p>	
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	<p>Members raised a question on what level of reserves is appropriate for IUCN. The current level of CHF 25m is based on a study carried out about 5 years ago and since the operational environment has evolved, this needs to be reviewed. Members agreed to discuss this further during the retreat of the FAC Task Force on Financial Planning Post 2020 on April 1 2019. They also agreed to include a review of the reserves level in the agenda of the FAC meeting to be held in October 2019 and that this should be supported by an analysis of financial risks.</p> <p><u>Conclusion</u></p> <p>The Finance and Audit Committee reviewed the un-audited 2018 Financial Statements, noting that a meeting of the FAC would be organised to receive the report of the external auditors and to recommend their approval to Bureau.</p> <p><b>DRAFT COUNCIL DECISION</b></p> <p>Council, on the proposal of the Director General and the recommendation of the Finance and Audit Committee, <b>requests</b> the Bureau to approve the Audited Financial Statements for 2018 once the audit exercise is completed, noting that final approval rests with the 2020 World Conservation Congress as provided under Article 20 (d) of the Statutes.</p>	
FAC/8	<p><b>Investment update and portfolio performance</b></p> <p><u>Purpose and background</u></p> <p>The CFO presented the performance of the investment portfolio from inception in 2013 to 28 February 2019.</p> <p>The return for 2018 was -2.69% but for the first 2 months of 2019 it has been +2.15%. The loss in 2018 was due to the poor performance of markets across all assets groups in 2018 with a significant fall in December.</p> <p>While bonds declined in 2018, IUCN bonds are held to maturity and IUCN receives full value at that point, irrespective of interim fluctuations. In respect of asset allocations, equities were introduced into the portfolio in November 2018 with holdings of 3.8% in equities at the end of the year.</p> <p><u>Summary of the discussion</u></p>	DEC

	<p>Members noted that the investment policy currently in place allowed for flexibility but actual investments were conservative to guard against the risk of significant loss. Also, Swiss interest rates are currently negative, making it difficult to obtain a positive yield without taking additional risk. Members, however, considered that a return of 2-3% should be targeted.</p> <p>The CFO informed the FAC that discussions had been held with the investment managers, with the participation of the Treasurer, and their view was that IUCN would have to significantly increase its investment in equities in order to obtain a higher return. The CFO noted that this would increase risk and potential losses which would be difficult to absorb in the event that they occurred.</p> <p><u>Conclusion</u></p> <p>The FAC asked that the Secretariat, together with the Treasurer, further review investment options with a view to increasing overall yield, while balancing risks.</p>	
FAC/9	<p><b>Financial results to date and outlook for 2019</b></p> <p><u>Purpose and background</u></p> <p>The CFO presented the 2019 financial results covering January and February in order to update FAC on the latest financial situation.</p> <p>The result at the end of February 2019 was an operating deficit of CHF 1.3m. The deficit was largely a cash flow deficit. No framework cash income had yet been received; however, with the exception of CHF 0.6m expected from the US, all amounts were secured.</p> <p>Actual project expenditure was at 21% of budget for the period. This was partly explained by the fact that no reports from implementing partners had been received which is normal for this time of year. The Secretariat will closely monitor project expenditure over the coming months and will perform a reforecasting exercise following the close of March accounts.</p> <p><u>Summary of the discussion</u></p> <p>Members expressed the need for the Secretariat to be vigilant on project implementation across the secretariat to ensure income flows budgeted are realised.</p>	INF

	<p>The Chair expressed the need to build financial and implementation capacity of implementing partners. As IUCN expands its use of implementing partners, it is important to ensure that they in turn have the necessary capacities to ensure timely implementation and reporting.</p> <p>The Treasurer emphasised the need to review project receivables to ensure that they are accurate and collectable and therefore reduce the risk of future write-offs.</p> <p>Members asked the CFO to provide a paper on the outcome of the reforecasting exercise in May 2019.</p> <p><u>Conclusion</u></p> <p>The Finance and Audit Committee <i>TOOK NOTE</i> of the results to end of February 2019 and emphasised that performance against budget be closely monitored and that timely action be taken in the event of an income shortfall.</p>	
FAC/10	<p><b>Resource mobilisation update</b></p> <p><u>Purpose and background</u></p> <p>The Director of the Strategic Partnerships Unit (SPU) presented a report on resource mobilisation, noting;</p> <ul style="list-style-type: none"> <li>• Growing portfolio and income diversification</li> <li>• 6 Framework Agreements signed to 2020</li> <li>• High reliance on bilateral and multilateral donors (70%)</li> <li>• Increased efforts to recruit and communicate with Patrons of Nature</li> <li>• 2 external reviews planned for 2018 in order to inform Framework partners for the period 2021-2024, one commissioned by IUCN and Framework partners and one commissioned by SDC.</li> </ul> <p><u>Summary of the discussion</u></p> <p>Members asked what plans, if any, were being put in place to capitalise on resource mobilization opportunities at the Congress in 2020. Suggestions included having ministerial meetings and involving Patrons of Nature in events that would attract either other possible patrons, or other funding opportunities, including corporate engagements.</p> <p>The Director of SPU said a Heads of State meeting is being planned by the host government but no plans are currently in place for ministerial meetings. Events targeting Patrons of Nature will be planned at Congress and opportunities of</p>	INF

	<p>working with corporates at and after Congress will be explored.</p> <p>Members noted the slow process of realising projects and the heavy investment that precedes implementation. Examples were cited of GCF projects taking up to 3 years to materialize due to the heavy processes involved with GCF secretariat, recipient governments and other actors. While this may be a hurdle and a strain on limited resources, this was an opportunity for IUCN to grow and to work with governments to deliver the IUCN programme.</p> <p>The FAC underscored the importance of having a strong fundraising unit, capable of tapping into traditional and new opportunities, including the need to take full advantage of changing market trends and understanding contextual differences in the fundraising arena.</p> <p><u>Conclusion</u></p> <p>The Finance and Audit Committee <i>TOOK NOTE</i> of the report and welcomed the progress made in various areas of resource mobilisation.</p>	
FAC/11	<p><b>Congress 2020 budget</b></p> <p><u>Purpose and background</u></p> <p>The Director of the Union Development Group presented a budget summary to FAC.</p> <p>IUCN signed a hosting agreement with the Government of France. The host country will provide all on-site facilities. The current fundraising target is estimated at CHF 5.2m of which CHF 2.5m is high priority.</p> <p>IUCN will cover CHF 1.6m of the total Congress budget from annual budgetary allocations of CHF 250k as well as CHF 580k in core allocations to the Congress Unit.</p> <p>The host country will provide a cash contribution of CHF 2.3m of which CHF 1.7m will be for sponsored delegates.</p> <p>Income from registration fees had been budgeted at 75% of the maximum expected amount and income from exhibitions budgeted at 40% of the maximum possible.</p>	INF

	<p>Further risks identified were:</p> <ul style="list-style-type: none"> <li>• exchange rate fluctuations CHF/EUR</li> <li>• labour law requirements – staff time, overtime, social security contributions - IUCN was looking at possible exemptions</li> <li>• Taxes – currently, only registration fees will be VAT exempt</li> </ul> <p>A full risk assessment was presented at the October 2018 FAC meeting and this would be updated as necessary.</p> <p>An events sponsorship coordinator had been recruited and there is good on-going coordination with the French fundraising team.</p> <p><u>Summary of the discussion</u></p> <p>Members discussed the various risks inherent with the Congress and the mitigation factors being put in place. These included denominating registration fees in EUR, employing more staff than usual to comply with labour law, and hosting the event in June to ensure enhanced security provided by the host government.</p> <p>Members noted the unique opportunity of using the Congress for fundraising, not only for the Congress itself, but for longer term purposes. The Director of UDG said that various plans are being developed, an example being a CEO summit to take place at the Congress.</p> <p><u>Conclusion</u></p> <p>The Finance and Audit Committee TOOK NOTE of the budget estimate for the IUCN World Conservation Congress 2020 and the associated risks and was satisfied that these were being satisfactorily managed.</p>	
FAC/12	<p><b>Update on information systems projects</b></p> <p><u>Purpose and background</u></p> <p>The Director of Global Information Systems Group (GISG) presented a report covering achievements for 2018 and 2019 plans for the three areas of focus within the Group: ERP, Union Applications, and Technology &amp; Service Delivery.</p> <p>The Global Information Systems Group (GISG) was working to ensure that systems are compliant with GDPR, external audit and software licensing.</p>	INF

	<p>The Director noted the growing risk of cybersecurity to IUCN, noting that attacks are increasing in number and complexity and becoming ever more difficult to police. He noted human error as one of the biggest contributors to this risk and informed members that staff trainings will be carried out to enhance awareness, and that IUCN will cooperate with partners in enhancing detection and prevention measures to cybersecurity.</p> <p><u>Summary of the discussion</u></p> <p>Members expressed appreciation to the Director of GISG for the detailed presentation and noted the growing risks associated with information technology and, specifically, cybersecurity.</p> <p>It was noted that the Programme being developed for 2021-2024 will have a strong reliance on the group, especially around data management. The Director of GISG informed the members that he is involved in the Programme development and is aware of the foreseen interaction of his team and the programme implementation.</p> <p><u>Conclusion</u></p> <p>The Finance and Audit Committee <i>TOOK NOTE</i> of the report of the Director of GISG and were satisfied with the attention being given to IT risks.</p>	
FAC/13	<p><b>Update from the Joint FAC/GCC Task Force on Membership Dues</b></p> <p><u>Purpose and background</u></p> <p>At the 94<sup>th</sup> meeting of Council (April 2018) the FAC and GCC decided to form a Task Force to look at various issues around the membership fees structure.</p> <p>The Task Force had already met 3 times. The Task Force had made certain changes to its ToR as a result of these meetings. The revised ToR now needed to be approved by the FAC and GCC.</p> <p>The CFO presented the draft revised ToR for consideration and approval by FAC.</p> <p><u>Summary of the discussion</u></p>	INF



	<p>Members expressed the need to have a detailed review of the membership fees structure vis-à-vis the value proposition for members. Members underscored the need to ensure that any changes in fees structure does not result in reduced membership income for IUCN.</p> <p><u>Conclusion</u></p> <p>The Finance and Audit Committee APPROVED the Terms of Reference of the Joint FAC/GCC Task Force.</p>	
FAC/14	<p><b>Financial Planning post 2020</b></p> <p><u>Purpose and background</u></p> <p>The CFO presented a draft Terms of Reference for the Task Force on Financial Planning post 2020 which was due to meet following Council.</p> <p><u>Summary of the discussion</u></p> <p>The FAC agreed the ToR and had no proposed changes. The FAC discussed whether the Task Force should provide the FAC with a report ahead of the October FAC meeting. Members of the Task Force said they would discuss the timeline and reporting at the retreat to take place on 1-2 April and inform the FAC accordingly. The FAC noted that the retreat was generously supported by the Swiss Government.</p> <p><u>Conclusion</u></p> <p>The Finance and Audit Committee APPROVED the Terms of Reference for the Task Force on Financial Planning post 2020.</p>	INF

**20<sup>th</sup> meeting of the Governance and Constituency Committee**  
**Thursday, 28 March 2019 – 09:00-12:30**  
**Friday, 29 March 2019 – 09:00-18:00**  
**Monday, 1 April – 09:00 – 14:00**

(If links below don't work, please click here to access all GCC documents)  
<https://portals.iucn.org/union/anglist/groupdocuments/13709/20005>

**Members of the Governance and Constituency Committee:** Chair: Jennifer Mohamed Katerere, Deputy Chair: Tamar Pataridze, Members: Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Jenny Gruenberger, Masahiko Horie, Sixto J. Incháustegui, Ali Kaka (by skype), Líder Sucre, Youngbae Suh, Ramiro Batzin (supported for interpretation by Ameyali Ramos).

**Secretariat Focal Points:** Global Director Union Development Group: Enrique Lahmann; Senior Governance Manager: Luc De Wever; Membership Coordinator: Fleurange Gilmour; Communications Manager, Union Development Group: Sarah Over.

**Guests:**

- Legal Adviser: **Sandrine Friedli-Cela** (*present for governance items on Thursday and Friday mornings*);
- Head, Planning, Monitoring & Evaluation and Risk, Planning, Monitoring, Evaluation and Risk Management Unit **Charles Lor** (*present for Governance Review*)

### Agenda Item/Content

The Chair opened the meeting and thanked Jenny Gruenberger for her invaluable help and contribution as Vice-Chair over the past 3 years. She then welcomed the new vice-Chair, Tamar Pataridze. She acknowledged GCC members now sitting on the Bureau, Mamadoo Diallo and Jenny Gruenberger and those sitting on the CPC Sixto Incháustegui and Hilde eggermont

## 1. **Governance issues**

### 1.4 External Review of IUCN's Governance (see [C/94/18](#) for the ToR) **DIS**

#### 1.4 External Review of IUCN's Governance

The Chair of GCC introduced the Report on the External Review of IUCN's governance (which was still in draft form and incorporated in [Council document C/96/4.1](#)) explaining that it was GCC's role to provide feedback to the consultant, prepare the discussion in Council on 30 March 2019 and, during an additional GCC meeting on 1 April, organize the preparation of Council's "Management Response" and of proposals for decision at the next Council meeting taking into account the guidance from Council. The Secretariat clarified that IUCN's Evaluation Policy required that the final version of the Report, once received from the consultant, be published on the IUCN website together with the Management Response.

During a round of discussion of the Report, several GCC members expressed their surprise at the bleak picture of the status of IUCN's governance reflected in the Report, which did not always correspond with their own perceptions. There was, however, acknowledgement of the important critical issues for strengthening IUCN's governments and unanimity in GCC to develop a roadmap for change and engage the Council in implementing it without delay. Some GCC members considered the lack of clarity and of understanding of the role of the various bodies in IUCN's governance as the root cause of the weaknesses identified in the Report. Others pointed to the lack of alignment in IUCN on what kind of organization IUCN wants to be and how it wants to be unique.

In terms of structuring the discussion in Council, the GCC proposed to set up 5 break-out groups to discuss for approximately 60 to 75 minutes "where we want to be 5 years from now" and "how to get there (short, mid and long-term solutions)" for each of the following five clusters of issues listed in the Report:

1. Relationships between the Union's governance bodies.
2. Lack of engagement with IUCN membership by the Secretariat and the Council
3. Roles and responsibilities of IUCN Councillors, structure of the Council and its ability to effectively carry out its functions
4. Ethics and independence

## 5. Nomination, Evaluation and Succession process

Tamar Pataridze, Hilde Eggermont, and Sixto Incháustegui, with the assistance of Sarah Over, accepted to make further preparations for the discussion in Council, including a message from the Chair of GCC to Council members in advance of the discussion in Council plenary.

The Chair of GCC thanked Jenny Gruenberger and Ali Kaka, as well as Charles Lor, Head of Planning, Monitoring, Evaluation and Risk who had been designated by the GCC to oversee the external review, ensuring the ToR were fulfilled and a useful consultant report was produced.

### 1.1 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations: *DEC/DIS*

The Governance and Constituency Committee was invited to consider the proposals made by the Commission Chairs and the working groups established by the GCC on the topics identified in the Table updated by GCC's 18<sup>th</sup> meeting of 9 January 2019, and to make a recommendation to Council on the proposals resulting from this work. The numbering of the sections below corresponds with the numbering of the topics in the Table.

#### A.1 Including subnational authorities in IUCN

Amran Hamzah, Chair of the Working Group, presented the two options the group had formulated. Discussion centered around:

Maintaining the balance within Category A, between the government (Category A) and non-governmental house (Category C and D) and the formula and the complexity of the issues, especially option 2.

The key elements of the proposal are that it ensures that States cannot be out-voted by either GAs or sub-national governments.

Clarification was provided to GCC that this proposal in no way affects the voting power or influence of the Non-governmental category.

The group felt that option 2 would be too confusing to explain to Members and so it was decided that the option below would be put forward for discussion at the RCFs:

This proposal would create a new Category for Sub-national Governments within the Government House. State Members would maintain their 3 votes; Each GA member and sub-national Government member would have the right to vote but in the ratio 3:1:1. This would ensure

that State Members were not outvoted by either of the two other Government House Categories. A ratio of 3:1:1 would be maintained by using a mathematical formula.

Each category in the Government house votes separately and the total number of votes for each category are added together when counting the votes. This is similar to the situation that exists in the Non-Governmental house today – the NGOs and IPOs are separate categories but their votes are added together when reporting the voting results.



The WG agreed to work on a paper to be used for presentation to Members at the RCF which contained clear and crisp messaging. The paper would be presented to GCC by mid-April so that the option could be brought forward to the RCFs during the summer.

The group also addressed some concerns regarding the definition and agreed on the following wording:

Subnational governments are all levels of government with mandate and authority below the national level in any given country that is, or can be, a State member of IUCN

**DRAFT COUNCIL DECISION**

The IUCN Council,

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

Approves the proposal of the Working Group established pursuant to WCC-2016-Res-003 for the purpose of consulting the IUCN Members online and during the Regional Conservation Forums to be held in 2019.

**A.3 Developing a comprehensive gender approach in IUCN**

It was agreed to grant the Chair and Task Force more time to work on this issue so that the TORs could be completed, including the proposed composition of the group, and presented to GCC and Council.

**A.4 Proposal to establish an elected Indigenous Councillor position**

The GCC group presenting the draft TORs agreed to add to the ToR the justification for proposing 2 elected Indigenous Councillor positions.

The GCC agreed to request Council to change its decision C/95/12 (paragraph 10) in order to enable it to establish a task force of the GCC, inviting interested Council members who are not members of the GCC to join, instead of a Council working group. The task force will develop a concept paper (key story headlines) for approval of the Bureau by mid-May for the purpose of presenting it as “work in progress” to the IUCN Members online and during the RCF. The task force will develop a more detailed paper for October 2019 taking into account Members’ feedback.

**DRAFT COUNCIL DECISION**

The IUCN Council,

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

Modifies its decision C/95/12 (paragraph 10) to enable the GCC to prepare a proposal for Council consideration in October 2019 with the assistance of a task force of the GCC;

Requests the Bureau to approve, on the recommendation of the GCC, a concept paper for the purpose of consulting IUCN Members online and during the RCF.

**B.1 Modification of the term Regional Councillor**

Much work and analysis has gone into this matter. The Chair highlighted the fact that the Statutes provide for Regional representation. It is the culture of the organisation. She asked the group to reflect on how they see the balance between regional and global conscience and whether we as IUCN actually want this move towards global councillors. The GCC agreed that there were two sets of functions, at the regional level but in Council to bring the views of their regions, where required, but also to act in their personal capacity and with global perspective as required by the Statutes.

During the last call, the proposal had been to leave the wording of Regional Councillor unchanged as amendments would cause more problems than they solved. At this meeting the GCC supported the suggestion to amend the wording of Article 38 as follows:

The members of the Council are:

- (a) the President;
- (b) the Treasurer;
- (c) the Chairs of the Commissions;

- (d) the Councillors;
- i. Regional Councillors;
  - ii. 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
  - iii. one additional appointed Councillor, chosen by the Council on the basis of appropriate qualifications, interests and skills.

This gives a definition for the Councillors that clarifies the global and regional roles of Regional Councillors. The Working Group was asked to write paper with the justification of the approach and some brief history with any statutory changes to be agreed after the External Review discussion.

Further, it was agreed that it is the definition of the roles of the Council and Councillors that really needs to be clarified. This has been highlighted in the Governance report and would be the subject of the more detailed conversation during the plenary session on Saturday.

### **B.3 Commission renewal process**

This topic was dealt with below, under agenda item GCC20/1.3.

### **B.5 Improvements to the motions process**

This topic was dealt with below, under agenda item GCC20/1.3

#### **B.6.b The status of Commissions in National/Regional Committees**

An update on the Working Group's work and their proposal was presented.

To formalise the process, the group propose the following points for discussion:

- 1) Commission members in a country elect their representative to the National Committee.
- 2) Commission Steering Committees are asked to confirm this representative.
- 3) Commission representatives participate in National Committees as observers, without a vote.
- 4) Small amendment to the Statutes is necessary to establish this process.

Clarifications were sought regarding how the proposal might work at a regional level and it was felt that further discussion with Members and Commission members should take place. GCC asked the WG to discuss with interested parties and to present an updated proposal to GCC.

### **B.12 – Harmonisation of operational and statutory regions.**

In the absence of any tangible problems or complaints raised by IUCN Members, it was agreed that this item should be removed from the table for now pending the presentation of an action point at a future Council meeting by the Council member who raised the issue.

### **B8 – Improving the scientific and professional independence, transparency and integrity.**

During its 95<sup>th</sup> meeting, as part of its proposals to improve the motions process, Council had approved amendments to the Statutes to ensure that there is no undue influence on IUCN Members or Staff with regard to the scientific work undertaken by IUCN.

No specific comments had been received from the Membership on this during the online consultation. GCC moved to maintain the proposed amendments for the purpose of consulting the IUCN Members online and during the RCF.

### **C.1.a – Procedure to harmonize the intra commissions nominations process across all Commissions**

During their meeting of 27 March 2019, the Chairs of the Commissions had given their support for a version of the procedure in which their comments incl. those provided in October 2018 had been incorporated.

The Secretary to Council highlighted a clarification requested by the Chairs, namely that the words “up to two prioritized candidates” (Regulation 30bis) did not imply any ranking. The GCC confirmed this interpretation of Regulation 30bis.

At the proposal of the Legal Adviser, the wording of paragraph 6 was modified in order to be fully in line with Swiss labor law.

Further, instead of requiring that the additional criteria established by the Commissions’ steering committees be approved by Council, the GCC agreed to modify the Qualifications required for the Commission Chair position by including the mention that the steering committees of the Commissions may adopt a limited number of additional criteria related to the expertise required for the Chair of the Commission concerned.

#### **DRAFT COUNCIL DECISION**

The IUCN Council,

*on the recommendation of the GCC*

approves the procedure for the in-commission selection of candidates for commission chairs (Regulation 30bis). (Annex)

### **C.3 Clarifying the provisions regarding membership admission and rights.**

A revised paper was sent to Legal Adviser.

This matter was postponed to a later date for discussion to allow the Legal Adviser time to make comments on the proposals.

#### **C.1.b Election procedures and inclusiveness of dependent territories**

While agreeing with the proposed statutory amendment, which was the same as presented to GCC at the 95<sup>th</sup> Council meeting, the GCC considered it vitally important that the concept be reviewed from a communications point of view in order to ensure that this complex question can be easily explained to Members online and during the RCF.

#### **DRAFT COUNCIL DECISION**

The IUCN Council,

*On the recommendation of the GCC,*

Approves the proposed amendments to the Statutes and the Regulations for the purpose of consulting IUCN Members online and during the RCF. (Annex)

### **1.2 Adoption in 2nd reading of amendments to the Regulations DEC**

Amendments were approved in 1<sup>st</sup> reading on 8 October 2018:

1. to improve the motions process (decision C/95/11)
2. to facilitate the renewal of the membership of the IUCN Commissions (decision C/95/12.3),

No comments have been received from Members.

The electronic vote of the Members on amendments to the Rules of Procedure to improve the motions process closing on 27 March 2019, does not affect the proposed amendments to the Regulations because all amendments have been adopted.

#### **DRAFT COUNCIL DECISION**

The IUCN Council,

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

*Pursuant to Council decisions C/95/11 and C/95/12.3, noting that no comments or objections have been received from IUCN Members following the distribution of the proposed amendments in conformity with Article 102 of the Statutes,*

Adopts in second reading the proposed amendments to Regulations 29 and 40*bis* aiming to improve the motions process, and to Regulations 72 and 75 aiming to clarify the process for the renewal of the membership of the IUCN Commissions. (Annex).

### **1.3 Approval of the criteria for the qualities required for the elected positions, to be attached to the Call for nominations, DEC** including

- “IUCN Council’s Guidance for 2016 Election Candidates” and
- “Eligibility for nomination to Council for members of Council and members of the Secretariat staff”.

These documents need to be approved for the purpose of attaching them to the Call for nominations which will be launched in mid-May, prior to the first RCF.

This item was deferred until after the plenary discussion of the External Review of IUCN's Governance that would take place on 30 March and the elaboration of the Management response during the GCC session on 1 April.

The documents will be circulated to GCC by 9 April with one week to make comments. It will be then forwarded to Bureau for approval.

#### DRAFT COUNCIL DECISION

The IUCN Council,

*On the recommendation of the GCC,*

Requests the Bureau to approve:

1. The qualities required for the elected positions;
2. IUCN Council's Guidance for 2016 Election Candidates; and
3. Eligibility for nomination to Council for members of Council and members of the Secretariat staff,

in time to be attached to the Call for nominations to be issued by the Director General in mid-May 2019.

## 1. Constituency issues

### 2.2 Update on IUCN membership

An update on membership was provided with a split on regional growth over the past four years.

#### 2.1 Members' feedback on the [Membership Strategy – presentation of version 2.0](#)

A draft strategy document that incorporated comments made during the GCC meeting in Jeju in October 2018 was submitted to an online consultation by Members which closed on 22 February 2019. The draft has been further updated to incorporate these comments and shared with Council. A summary of the comments received during the consultation was presented, highlighting the headline issues that had been raised. It was agreed that those headline issues would be further discussed in one of the break-out working groups on members' engagement that appeared as one of the critical points in the External Governance Review.

Comments gathered during the RCFs will be incorporated into the document and the revised version will be submitted to GCC for comment with the aim of presenting a final version for approval at C97 in October.

#### 2.3 Membership applications, DEC including

- 2.3.1 (Annual) update of the membership application review process ([C/94/13 Annex 7](#))  
(*this update will be provided at the end of this item*)

**1. GCC considered 21 new membership applications**, which have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations;

17 were APPROVED by e-mail correspondence and 4 were proposed for DEFERRAL, due to issues surrounding dues category and the lack of response to additional questions asked.

#### **2. Three (3) membership applications were deferred from the 95<sup>th</sup> Council meeting**

Applicants were requested to provide clarification on their compliance with Article 7 of IUCN Statutes, in particular on their record of environmental work.

**Ghazi Barotha, Pakistan and Petra Regional Authority, Jordan** provided clarification which is available in the documents put together by the Secretariat. Ghazi Barotha have strong development agenda but many are linked with strong conservation objectives

**EarthX** provided their clarification during the meeting. Their letter and the recommendation from the Director of the US Washington office and of some of the GCC members, convinced GCC to admit them as a Member.

**3. One (1) membership application from Thinking Animals, USA**, which received objections from IUCN Members and for which the decision was deferred by the 95th Council to the 96th meeting of Council (March 2019).

Following analysis of the additional information received on Thinking Animals, the GCC approved their admission

#### **DRAFT COUNCIL DECISION**

Approves the admission of 21 organisations and/or institutions applying for membership.

Defers the admission of **Fédération Paysanne KAFO, Guinea Bissau, Sustainability for Nature Conservation, Yemen, AIGAE – The Italian Association for Professional Nature and Interpretive Guides, Italy and Commonland, the Netherlands** to its next meeting; and

Requests the Secretariat to seek confirmation from these organisations on the dues group corresponding to the annual dues they should pay;

Requests the Secretariat to inform **Fédération Paysanne KAFO and Sustainability for Nature Conservation of the deferral of their** application pending receipt of the requested additional information.

#### **2.3.1 (Annual) update of the membership application review process (C/94/13 Annex 7)**

##### **INF**

Following the implementation of a strengthened application review process, Secretariat provided an update on how the process was going.

##### **Feedback**

The process is working well on the whole.

Secretariat is sometimes unsure of whether or not to add a comment (sometimes sensitive) in the assessment form which is circulated to Members with the membership applications and would welcome clarification on this from GCC.

So far, very few Councillors and Committees provide feedback on the applications from their region.

Letters of endorsement are not meeting the criteria agreed by GCC, i.e. the additional questions approved by GCC are not answered through the letters.

It should be noted that the process is more time/cost demanding for the Secretariat. Secretariat recommends continuing with the process because any feedback provided by Councillors and Committees add value.

All Councillors should be reminded to provide feedback to the Secretariat when this is asked. The Secretariat will follow up with Regional offices to ensure all Councillors do receive requests.

GCC recognised that it is the responsibility of the applicants and ultimately of the GCC to decide whether an application is deferred because endorsement letters are not complying.



## 2.4 Changes of Members' name or membership category DEC

### DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,  
Takes notes of the change of name of five current Member organisations, as follows:

Member ID	Country	Previous name	New name
ST/567	Egypt	Academy of Scientific Research and Technology	Egyptian Environmental Affairs Agency
IN/25139	Germany	ICLEI - Local Governments for Sustainability	ICLEI - Local Governments for Sustainability - Africa, NPC
NG/573	France	Fondation Internationale pour la Gestion de la Faune (International Foundation for Wildlife Management)	Fondation François Sommer
GA/1153	Austria	Bundesministerium für Land- und Forstwirtschaft, Umwelt und Wasserwirtschaft (The Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management)	Bundesministerium für Nachhaltigkeit und Tourismus (Federal Ministry for Sustainability and Tourism)
ST/1210	Turkey	Ministry of Forestry and Water Affairs of the Republic of Turkey	Ministry of Agriculture and Forestry

## 2.5 National, Regional and Interregional Committees INF

*Incl. the recognition of newly established committees and the revision of the by-laws of existing committees, if any applications are received*

Update of National/Regional Committees to date:

Statutory region	National	Regional
Africa	17	2
Meso and South America	15	2
North America and the Caribbean	3	1
South and East Asia	9	1
West Asia	5	1
Oceania	2	
East Europe, North and Central Asia	3	
West Europe	11	
<b>TOTAL</b>	<b>65</b>	<b>7</b>

The Morocco NC submitted its revised bylaws submitted for consideration by GCC. The document needs considerable changes to comply with IUCN statutory requirements and it is being reviewed by the Office of the Legal Advisor. Document will be submitted to GCC by e-mail correspondence when ready.

## 2.6 Regional Conservation Forums (RCF): INF

An update was given on the RCFs planned for 2019. Latest confirmed dates and the required agenda were discussed to ensure that Councillors fully understand what to expect.

RCFs objective is to prepare IUCN constituents to participate meaningfully in the 2020 Congress.

All regions have to include the following items in their agenda:

- 2021-2024 Programme
- IUCN Governance (review and improvements, proposals for Council nominations)
- Motions process
- Implementations of IUCN Resolutions & Recommendations
- Congress preparations (Members engagement, Sponsored Members Programme)
- Regional aspects (incl. preparations of Regional Members' meeting scheduled on Congress opening)
- Membership Strategy
- IPBES
- Synthetic biology

It was clarified that the Secretariat is working and will soon come up with the draft suggestion which topic can be best covered by the individual council member from a respective region.

It was also clarified that the Membership fund provides sufficient funding for each Councillor to attend one RCF.

The Chair highlighted the primary roles of Councillors during the RCFs, namely to initiate the discussions and proactively lead the sessions with the support from the Secretariat.

The Chair reminded the GCC that the RCFs are a Members' forum and asked Councillors and Secretariat to ensure that they be included in preparations.

## 2.7 Membership dues INF

### 2.4.1 Progress report of the Joint GCC/FAC working group

Following Congress Decision WCC-2016-Dec-45, the Dues Group was established as requested by the membership at congress in 2016 who requested the secretariat to look at the dues being paid by Members and to update the Dues Guide. The TORs of the Task Force were approved by GCC.

A detailed analysis of current dues was undertaken. Results showed changes in category would be required in many cases with an impact on overall income that is 3-fold. As a result, the Secretariat decided not to issue the invoices for 2019 with these higher amounts.

Next steps: assess how to respond to these issues.

The Group will consider dues bands as they were defined many years ago. Inflation should be taken into account. It was noted that the inflation measure used in Switzerland was low and completely out of line with global inflation. However, during discussions, no solution was found to address this and the Group has been asked to look into this in more detail.

The establishment of a category 0 option was also considered but the range of fees being proposed is often very low (70USD) and this does not cover the cost of processing an application. The idea of a global fund was also discussed and this will be considered by the group in more detail.

The proposal presented by the IPOs was considered and there was a discussion around the creation of separate category of zoos, museums and academic organisations, aquaria, botanical gardens. Difficulties experience by zoos because of their high expenditure were flagged and the dangers of creating separate category and the possibility of creating a trend that others may then demand was also raised.

Further work will be undertaken by representatives of the Secretariat and SSC. The Secretariat will look into improving the method for calculating the opex definition. Simulations comparing using OPEX and Total Expenditure have shown only minor differences. One option suggested it to think about the reassessment of dues based on the value that Members receive in relation to what they spend. A paper has been produced on this which is closely linked to the strategy.

The aim of the group is to have a new dues guide ready to be adopted for the 2021-2024 period.

## 2.7.1 Update on Members whose rights were rescinded by the 2016 Congress and by e-vote in 2018

**2016 RESCISSION PROCESS**

<b>Members's rights rescinded by 2016 Congress</b>	<b>161</b>
<b>Members withdrawn post-Congress</b>	<b>130 (out of 161)</b>
Members withdrawn <u>following rescission</u> (as per Article 13(b), i.e. one year after Congress)	114 (out of 161)
Members withdrawn <u>voluntarily</u> (between Congress and 10 September 2017 - <i>organisations no longer in existence or asked to be withdrawn with immediate effect</i> .	16
<b>Members no longer in rescission</b>	<b>26</b>
<b>Members with payment plans</b>	<b>5 (incl. 2 who didn't commit)</b>
<b>Remaining Members on rescission list</b>	<b>2</b>

Solomon Islands rejoined after paying their outstanding dues.

The two remaining Members had committed to pay through a payment plan. They made a payment in 2018 but have not paid anything since. Their dues are still outstanding up to and including 2017. Secretariat has tried to contact them without success and it was agreed to withdraw them from IUCN. Regulation 26 will be applied meaning that within three years of withdrawal, they may rejoin immediately if they pay their outstanding dues. These Members are: Les Compagnons ruraux, Togo & Environment Liaison Center International, Kenya.

In total 130 Members were withdrawn following the decision from the 2016 Congress to rescind Members' rights. A total of **CHF 1,127,220.67** was lost (invoiced dues which were unpaid and written off).

6 States lost in Africa (only region with States withdrawn in this process).

**2018 RESCISSION PROCESS (e-vote in November 2018)**

77 Members remaining on the list out of 90 initially on the list when the vote took place.

State Members of Burundi, South Africa, Uganda, India and Lao are on the list. Vanuatu paid all its outstanding dues and are no longer considered in rescission.

**1. World Conservation Congress****3.1 Motions process – approval of the template for the submission of motions and dates for the electronic vote on motions DEC [Rules 54 (b) x. and 62quinto (a)]**

*Based on the recommendations of GCC's Task Force to update the motions process*

Following decision C/95/11 Council submitted its proposed amendments to the Rules of Procedure pertaining to the motions process to an electronic vote of the IUCN membership which took place from 13-27 March 2019. The amendments were all adopted during the e-vote, with 375 Members having taken part in the vote.

**DRAFT COUNCIL DECISION**

The IUCN Council,

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

1. Approves the template for the submission of motions; (Annex)

2. Decides that the electronic vote of IUCN Members on the motions shall be open on 29 April 2020 and close on 13 May 2020.

### **1.2 Approval of guidance for the nomination of candidates for Honorary membership, and the Phillips and Coolidge Medals DEC**

The Governance and Constituency Committee is invited to appoint five of its members to form the core Jury for the awards. For the Harold Jefferson Coolidge Memorial Medal, three eminent conservationists shall be added to the jury as required by the terms of reference for the Medal.

A calendar was proposed for the nominations and selection process.

The following GCC members agreed to form the Jury: Lider Sucre (Chair), Mamadou Diallo, Sixto Incháustegui, Shaikha al Dhaheri, Jenny Gruenbeger.

The Chair will work with Secretariat on the timeline and to establish the criteria to ensure sufficient nominations representing geographic gender balance and indigenous people.

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

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 30bis, 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 which shall not be later than six weeks prior to the deadline for nominations established by Council. 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. Such specific criteria shall be communicated to the Director General by each Steering Committee at least one week in advance of the Call for nominations.
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 *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 confirmation that should he/she be nominated by Council, his/her employment contract with IUCN will end at a date agreed with the Director General, which will not be later than the date recommended by the Nominations Committee of Council.<sup>1</sup>
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.
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 prioritization by the *ad hoc* committee serves only the purpose of making a recommendation to Council's Nominations Committee and does not imply a ranking of the candidates. The

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<sup>1</sup> Cf. Council decision C/85/8 approving "Eligibility for nomination to Council 2016" and "Council guidance for election candidates 2016".

candidates which Council will ultimately propose to the Congress will be listed in alphabetical order (Regulation 35).

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.

**Calendar for the 2019-20 nomination process:**

- |                                   |   |
|-----------------------------------|---|
| By 8 May 2019:                    | Steering Committees communicate to the Director General any specific criteria for their Commission additional to the qualifications approved by Council for all Commission Chair positions  |
| Around 15 May 2019:               | Director General's "Call for nominations" (Regulations 30 and 37)   |
| Before 11 June 2019:              | Steering Committee forms <i>ad hoc</i> committee  |
| By 11 June 2019:                  | Steering Committee informs all Commission members of the establishment of the <i>ad hoc</i> committee, and invites Commission members to submit to the <i>ad hoc</i> committee names to be considered for Chair of the Commission by a date to be determined by the <i>ad hoc</i> committee |
| At the latest on 29 October 2019: | deadline set by the <i>ad hoc</i> committee for Commission members to submit names to be considered for Chair of the Commission   |
| By 26 November 2019:              | With the endorsement of the Steering Committee, the Chair of the <i>ad hoc</i> committee transmits to the Election Officer a list of up to two prioritized candidates<br>Chair of the <i>ad hoc</i> committee informs all candidates whether or not they have been selected                 |
| 11 December 2019:                 | Deadline for nominations (Regulations 35 and 38)  |

## **Proposal of an IUCN Council motion to amend the IUCN Statutes with the purpose of avoiding that certain constituencies be excluded from full participation in IUCN's governance**

### **The issue**

IUCN structures the distribution of Regional Councillor seats by regions defined in its Statutes while it also operates through parts of regions (e.g. the Caribbean sub-region) and through national structures (States in the sense of Article 5 of the IUCN Statutes).

As a result, certain constituencies may be excluded from being elected and, hence, from participating in IUCN's governance. An example in point was the candidate nominated in 2016 by the IUCN Members from the Caribbean sub-region for election as one of the three Regional Councillors from the statutory region "North America and the Caribbean", a seat which the Members from this sub-region commonly call the "Caribbean Councillor". The candidate being from Puerto Rico, which is not a State in the sense of Article 5 of the IUCN Statutes, the nomination was valid because the candidate was a US citizen.

This issue may have relevance for other territories, in the Caribbean as well as in other parts of the world. The IUCN Members of the Caribbean sub-region therefore expect the IUCN Council to examine possible solutions.

### **Proposed solution**

Amend Article 40 of the IUCN Statutes 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 candidate 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.

### **Process**

The IUCN Council will present the proposed amendments to the IUCN Members for comments and discussion during the Regional Conservation Forums (May through September 2019) and subsequently, taking into account the feedback from IUCN Members, decide at the latest at its 98<sup>th</sup> meeting (February 2020) whether to present it to the 2020 Congress for discussion and adoption.

If the 2020 Congress adopts the amendments, they will apply to the nominations process leading to the elections at the 2024 Congress.



## Proposed amendments to the Regulations

aiming to improve the motions process, approved by the IUCN Council in first reading in October 2018 for the purpose of consulting IUCN Members as required by Articles 101-102 of the Statutes

Amendment #	Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
1.	<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, <a href="#">prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress</a>, facilitate discussion between Members on motions in advance of the World Congress, <a href="#">prepare them for submission to the Resolutions Committee and the World Congress</a>, 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>

Amendment #	Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
2.	<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. <del>Members who choose not to cast a vote electronically shall be declared to have abstained.</del> 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>

**Proposed amendments to the IUCN Regulations to clarify the process  
for the renewal of the membership of the IUCN Commissions**

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for three months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>	<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for <del>three</del><u>six</u> months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>	<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>
<p>Regulation 75</p> <p>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.</p>	<p>Regulation 75</p> <p>The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission. <del>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.</del></p>	<p>Regulation 75</p> <p>The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission.</p>

Members admissions - 96th Council

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	Environment and Rural Development Foundation	ERUDEF	Cameroon	<a href="http://www.erudef.org">www.erudef.org</a>	NG	NG/25723 Green Connexion, Cameroon NG/25316 Cameroun Ecologie, Cameroon	<a href="#">25796_ERUDEF</a>
	2	Réseau des Acteurs de la Sauvergarde des Tortues Marines en Afrique centrale (Central African Network for Sea Turtle Conservation)	RASTOMA	Congo	<a href="http://www.rastoma.org">http://www.rastoma.org</a>	NG	NG/24743 Nature Tropicale, Benin NG/24938 Noé Conservation, France	<a href="#">25800_Rastoma</a>
	3	Society for the Conservation of Nature of Liberia	SCNL	Liberia	n/a	NG	NG/25454 Rainforest Trust, USA NG/25768 Herp Conservation Ghana	<a href="#">1005_SCNL</a>
	4	Action pour la Protection de l'Environnement et la Promotion des Filières Agricoles (Action for Environment Protection and Promotion of Agriculture Sectors)	APEFA	Rwanda	<a href="http://www.apefarwanda.org">www.apefarwanda.org</a>	NG	ST/25228 Ministry of Lands and Forestry, Rwanda NG/25314 Albertine Rift Conservation Society, Uganda	<a href="#">25762_APEFA</a>
	5	Wildlife Poisoning Prevention and Conflict Resolution	WPPCR	South Africa	<a href="http://wildlife poisoningprevention.co.za/">http://wildlife poisoningprevention.co.za/</a>	NG	NG/500 Endanged Wildlife Trust, South Africa NG/1567 Game Rangers Association of Africa, South Africa	<a href="#">25816_WPPCR</a>
Meso and South America	6	Asociación de Desarrollo Productivo y de Servicios Tikonel (Tikonel Association for Productive Development and Services)	TIKONEL	Guatemala	<a href="http://www.tikonel.org">http://www.tikonel.org</a>	IP	NG/25242 Foundation for the Conservation of Natural Resources and Environment in Guatemala IP/25031 Asociación SOTZ'IL, Guatemala	<a href="#">25813_TIKONEL</a>
North America & the Caribbean	7	EarthX		United States of America	<a href="http://www.earthx.org">http://www.earthx.org</a>	NG	1) NG/25541 Global Wildlife Conservation, USA 2) NG/25454 Rainforest Trust, USA	<a href="#">EarthX</a>
	8	The Living Desert Zoo and Gardens	TLD	United States of America	<a href="http://www.livingdesert.org">http://www.livingdesert.org</a>	AF	NG/622 St. Louis Zoo, USA NG/25046 Applied Environmental Research Foundation, India IN/25635 Cheetah Conservation Fund, Namibia	<a href="#">25794_TLD</a>
	9	Thinking Animals, Inc.	TAU	United States of America	<a href="http://thinkinganimalsunited.org">http://thinkinganimalsunited.org</a>	NG	1) NG/25609 National Whistleblower Center, USA 2) IN/25534 The Born Free Foundation, United Kingdom	<a href="#">TAU</a>
South and East Asia	10	Angka Sakampheap Deumbey Aphiwat (Action for Development)	AFD	Cambodia	n/a	NG	NG/24670 Green Shade, Cambodia NG/24839 Culture and Environment Preservation Association, Cambodia	<a href="#">25804_AFD</a>
	11	Highlanders Association	HA	Cambodia	<a href="http://www.khmerleu.org">http://www.khmerleu.org</a>	IP	NG/24670 Green Shade, Cambodia NG/24839 Culture and Environment Preservation Association, Cambodia	<a href="#">25805_HA</a>
	12	China Wild Plant Conservation Association	CWPCA	China	<a href="http://wpcac.org.cn">http://wpcac.org.cn</a>	NG	NG/752 China Wildlife Conservation Association, China NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China	<a href="#">25808_CWPCA</a>
	13	Ghazi Barotha Taraqiati Idara (Ghazi Barotha Development Organisation)	GBTI	Pakistan	<a href="http://www.gbti.org.pk">http://www.gbti.org.pk</a>	NG	1) NG/25352 Institute of Rural Management, Pakistan 2) NG/25476 Participatory Village Development Programme, Pakistan	<a href="#">GBTI</a>
	14	Snow Leopard Foundation	SLF	Pakistan	<a href="http://www.slf.org.pk">http://www.slf.org.pk</a>	NG	NG/25092 Taraqee Foundation, Pakistan NG/24872 Indus Earth Trust, Pakistan	<a href="#">25815_SLF</a>
	15	Indo-Myanmar Conservation	IMC	Viet Nam	<a href="http://www.indomyanmar.org/">http://www.indomyanmar.org/</a>	NG	NG/1616 Central Institute for Natural Resources and Environment Studies, Viet Nam NG/25718 Greenviet Biodiversity Conservation Centre, Viet Nam	<a href="#">25809_IMC</a>

Members admissions - 96th Council

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	16	Center for Conservation and Development of Sustainable Ecosystems	ZIPAK	Iran	<a href="http://www.zipak.org">www.zipak.org</a>	NG	NG/25089 Al Shouf Cedar Society, Lebanon NG/25613 Echo of Persia Wildlife, Iran	<a href="#">25807_ZIPAK</a>
	17	Dibeen Association for Environmental Development	Dibeen	Jordan	<a href="http://www.dibeen.org">http://www.dibeen.org</a>	NG	NG/454 Royal Society for the Conservation of Nature, Jordan NG/22579 The Royal Marine Conservation Society of Jordan	<a href="#">25799_Dibeen</a>
	18	Lebanon Reforestation Initiative	LRI	Lebanon	<a href="http://www.lri-lb.org">http://www.lri-lb.org</a>	NG	NG/1439 Association for Forests, Development and Conservation, Lebanon NG/25089 Al Shouf Cedar Society, Lebanon	<a href="#">25797_LRI</a>
	19	Petra Development Tourism Regional Authority	PDTRA	Jordan	<a href="http://www.pdtra.gov.jo/">http://www.pdtra.gov.jo/</a>	GA	<i>not required</i>	<a href="#">PDTRA</a>
East Europe, North & Central Asia	20	Autonomous noncommercial organization "Eurasian center of saving far eastern leopards"	ANO "FAR EASTERN LEOPARDS"	Russian Federation	<a href="https://save-leopard.ru/">https://save-leopard.ru/</a>	NG	IN/25012 Antarctic and Southern Ocean Coalition, USA NG/25343 World Wide Fund for Nature, Russia	<a href="#">25810_ANO</a>
West Europe	21	Turks & Caicos Reef Fund Inc.	TCRF	Turks and Caicos, United Kingdom	<a href="http://www.tcreef.org">http://www.tcreef.org</a>	NG	NG/25214 Centre for Resource Management and Environmental Studies, Barbados NG/226 Royal Society for the Protection of Birds, United Kingdom	<a href="#">25798_TCRF</a>

NG National Non Governmental Organisations  
AF Affiliates

IP Indigenous peoples' organisations  
GA Government agencies

## Create Motions submission form

### Preliminary Questions

**Title of the motion \***

**Original language of the motion as submitted \***

[Select English/Français/Español]

### Background information

**1. Does the proposed motion:**

**Correspond with the purpose of motions as defined in Rule 48bis: define the general policy of IUCN and to influence the policies or actions of third parties, or to address the governance of IUCN, within the parameters of IUCN's mission and objectives as set forth in Articles 2 and 3 of the Statutes. (Rule 54) \***

[Select Yes/No]

**Propose an amendment to either the draft IUCN Programme 2021-2024, or to the mandates of the IUCN Commissions, or both? \***

(Please note that amendments to the draft IUCN Programme 2021-2024 (open 2 May - 30 September 2019) or to the Commission mandates (open 2 May - 11 December 2019) should be submitted through [the specific online platform](#) designed for that purpose)

[Select Yes/No]

**Address issues pertaining to the governance of IUCN? \***

(Please note that [proposals to amend](#) the Statutes have to be submitted through [the specific online platform](#) designed for that purpose, open 2 May - 11 December 2019. Article 104 of the IUCN Statutes)

[Select Yes/No]

**2. Specify which IUCN constituents (Members or components of IUCN) or third parties (Rule 54 (b) viii.) referred to in the operative paragraph(s) of this motion have:**

**Been consulted during the development of this motion \***

[Select from list of IUCN constituents]

**Collaborated in the development of the motion \***

[Select from list of IUCN constituents]

**If possible, add here the position or advice from the above mentioned constituents (unless they are co-sponsors of the motion), in particular if consultations had the purpose of identifying solutions that might address the underlying issues. (Rule 54 (b) viii.)**

The maximum length of the description area of this field is 1000 characters, or approximately 200 words

**3. Before submitting this motion, have you searched the IUCN Resolutions and Recommendations Platform to ensure that this motion does not repeat previously adopted Resolutions or Recommendations? \***

[Select Yes/No]

**Please specify, what is new, over and above previously adopted Resolutions and Recommendations and state which Resolutions / Recommendations. \***

The maximum length of the description area of this field is 1000 characters, or approximately 200 words

**4. Please indicate whether the proposed motion has been discussed in one of the Regional Conservation Fora held in 2019 or - where applicable - in a meeting of the National Committee(s) of the country(ies) concerned? (Regulation 66ter) \***

[Select Yes/No]

**Please specify in which**

The maximum length on the Description area of this field is 250 characters or approximately 250 words

**5. Does the motion focus on local, national or regional issues? \***

[Select Yes/No]

**Please provide evidence 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, and (2) that the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted. (Rule 54 (a) v.) \***

The maximum length of the description area of this field is 2500 characters, or approximately 500 words

**6. Does the proposed motion concern issues arising in a State or States outside the proponents' State/Region? \***

[Select Yes/No]

**Please ensure that the motion is co-sponsored by at least one IUCN Member, in good standing, from the Region with which the motion is concerned. (Rule 49bis)  
Please select which States(s) from the list.**

[Select State(s) from the list of all countries]

**Author's contact \***

**NEXT**

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**DELETE**

**SAVE AS DRAFT**

**SUBMIT**

## Body of Motion

### Preamble

**The preamble explains in a succinct way the rationale for the motion and substantiates the action(s) called for in the operative part. \***

Note: Each sentence is presented as a separate paragraph and should open with a term IN CAPS, e.g. NOTING, MINDFUL OF, RECOGNIZING.

Additional information may be provided in the explanatory memorandum (see below).

Content limited to 2000 characters, remaining: **2000**

The maximum length of the description area of this field is 2000 characters, or approximately 350 words

**The World Conservation Congress, at its session in [Marseille, France, 11-19 June 2020](#):**

### Operative paragraphs

**The operative section of the motion specifies the position of Members and contains the action(s) that they are agreeing to take. \***

Note: Each paragraph starts with an action term IN CAPS, e.g. CALLS ON, REQUESTS, URGES.

Content limited to 1500 characters, remaining: **1500**

The maximum length of the description area of this field is 1500 characters, or approximately 250 words

### Proponents and co-sponsors

**You are submitting this motion on behalf of: \***

Note: In accordance with Rule 49 only Members eligible to vote may propose a motion.

[Select from list of Members in Good Standing]

### Co-sponsors \*

As per Rule of Procedure 49, any motion submitted must be co-sponsored by at least five other Members, [from at least two Regions \(in the sense of Articles 16 and 17 of the Statutes\)](#), eligible to vote. Please note that only Members who have paid their Membership dues up to and including **2018** are eligible.

Please identify the minimum of 5 eligible Members that have explicitly agreed to co-sponsor this motion in the below field.

Please bear in mind that if the motion concerns issues arising in a State or States outside the State or Region of the proponent, at least one co-sponsor needs to be from the Region concerned. ([Rule 49bis](#))

Note: only eligible Members are shown (and only once the payment of their outstanding dues is recorded - this may take up to 5 working days).

Please note that the primary contact of the main sponsor and co-sponsors indicated here will receive an email informing him/her that a motion has been submitted on their behalf.

[Select five from list of Members in Good Standing]

### Explanatory memorandum

#### Explanatory Memorandum (optional)

1. Maximum 500 words as established in paragraph 50 of Rules of Procedure.

2. It may contain background information, historical notes or relevant publications or websites, as well as further details about the actions, strategies or processes, the financial and human resources required to implement the proposed motion.



Content limited to 3500 characters, remaining: **3500**

The maximum length of the description area of this field is 3500 characters, or approximately 500 words

**Author's contact \***

**NEXT**

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**SAVE AS DRAFT**

**SUBMIT**

## Implementation Measures

Information required for the implementation of the motion

### 1. Provide:

a) Overview of the activities and estimated resources needed to implement the motion (these can be human or other resources, but expressed in USD). Also include an estimation of the resources pledged (in USD), including by the proponent, co-sponsors, or third parties. \*

Activity	Estimated financial resources required (USD)	Estimated financial resources pledged (USD)	Percent
Field activities	100,000	50,000	50%
Scientific activities	15,000	15,000	100%
Education/ communication/ raising awareness	-	-	0%
Fundraising	10,000	8,000	80%
Policy influencing	25,000	15,000	60%
Convening stakeholders/ networking	-	-	0%
Capacity building	10,000	2,000	20%
<b>Total</b>	<b>160,000</b>	<b>90,000</b>	<b>56%</b>

Rate here to which degree the resources required for the implementation of the motion have been estimated and committed. During the online discussion of motions, proponents will be able to update this information and rating, while IUCN Members will be able to pledge or commit their contribution to the implementation of a motion. \*

- A. Motion submitted without any resources pledged or committed to fund or otherwise contribute to its implementation.
- B. Motion submitted with realistic pledge(s) or commitment(s) of funds or other resources to implement the motion *in part*. Commitments should be recorded in section b) below.
- C. Motion submitted with realistic pledge(s) or commitment(s) to fund or otherwise contribute to implement the motion *in full*. Commitments should be recorded in section b) below.
- D. Motion can be implemented within the regular budget and resources available to the Member or component of IUCN (Secretariat, Commission, etc.) which is called upon to implement the motion.

[Select A/B/C/D]

Comments on the estimated resources required and rating above, including the main actions and timeline, as well as the strategy for mobilising additional resources in case they are not pledged.

Content limited to 1500 characters, remaining: 1500

**Upload a more detailed budget document.**

No file chosen

Select a document from your computer to upload it to this form (preferred format: xls/xlsx)

Files must be less than 10 MB

Allowed file types: doc, docx, xls, xlsx, ppt, pptx, pdf, jpg, jpeg, png

**b) Description of the contributions which proponent and co-sponsors intend to make towards the implementation of the motion: [\(Rule 54 \(b\) viii.\)](#)**

*Proponent*

**IUCN Member \***

[Select from list of Members in Good Standing]

**Proposed actions \***

[Select from list of actions]

**Description**

The maximum length of the description area of this field is 800 characters

*Co-sponsors*

**Co-sponsor 1 \***

[Select from list of Members in Good Standing]

**Proposed actions \***

[Select from list of actions]

**Description**

The maximum length of the description area of this field is 800 characters

**Co-sponsor 2 \***

[Select from list of Members in Good Standing]

**Proposed actions \***

[Select from list of actions]

**Description**

The maximum length of the description area of this field is 800 characters

**2. Provide here the name of a focal point who would be in charge of reporting annually on the follow-up and implementation of the motion if adopted:**

**Name \***

**Surname \***

**Institution \***

**Email \***

**3. If the operative paragraph(s) of this motion is/are directly related to the mandate and work of one or more IUCN Commission(s), has Steering Committee of the relevant Commission(s) committed to oversee implementation and assist in the gathering of data on the implementation of the Resolutions involved?**

[Select Not applicable/Yes/No]

**Specify which Commission(s)**

[Select from list of Commissions]

**4. As required by WCC-2016-Res-001, please indicate when the motion automatically ceases to be effective and will be moved to the Resolutions and Recommendations Archive. This can be either when a stated period has elapsed or when an objective has been achieved. \***

The maximum length of the description area of this field is 800 characters

Scope

**Please specify to which area of the draft IUCN Programme 2021-2024 this motion is related. \***

[Select from list of Programme areas]

**Indicate the geographic scope of the implementation of this motion. \***

[Select Global/Regional/Country/Local or Sub-national]

Keywords

**Disciplines \***

[Select up to two keywords from the list]

**Sustainable Development Goals (SDGs) \***

[Select up to four SDGs from the list]

**Types of action \***

[Select the types of action from the list]

**Nature and biodiversity \***

[Select up to three keywords from the list]

**Threats and drivers \***

[Select up to three keywords from the list]

**Author's contact \***

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<b>DELETE</b>	<b>SAVE AS DRAFT</b>	<b>SUBMIT</b>
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**1<sup>st</sup> meeting of the 2020 Congress Preparatory Committee  
96<sup>th</sup> Meeting of the IUCN Council**

HQ, Gland (Switzerland), 27 March 2019

## Council report

CPC1/1	<p><b>Introductions, adoption of the agenda and election of Committee Chair (C96/CPC1/1v2.0)</b></p> <p>The President informed the Congress Preparatory Committee that the following Council members have been appointed to the CPC (in alphabetical order):</p> <ul style="list-style-type: none"> <li>• Andrew Bignell</li> <li>• Mamadou Diallo</li> <li>• Hilde Eggermont</li> <li>• Sixto Inchaustegui</li> <li>• Ali Kaka</li> <li>• Malik Amin Aslam Khan</li> <li>• Kathy MacKinnon</li> <li>• Jennifer Mohamed-Katerere</li> <li>• John Robinson</li> <li>• Ana Tiraa</li> <li>• Nihal Welikala</li> </ul> <p>He welcomed the two representatives from France: Virginie Dumoulin from the Ministry for an Ecological and Inclusive Transition, and Ambassador Yann Wehring from the Ministry of Foreign Affairs. The apologies of Ana Tiraa and Kathy MacKinnon were noted (Kristen Walker participated in the second half of the meeting to represent the Commissions, following a request by the President).</p> <p>The President expressed his gratitude towards the Host Country for their generous offer to host the Congress and confirmed IUCN's strong wish to make the 2020 Congress a historical landmark event towards the CBD COP15 in China and the 2020-2030 decade in general.</p> <p>It was explained that the CPC will become the Congress Steering Committee during Congress and it will be presided over by the President at that moment. As requested by Council, the CPC elected its chair. Following nomination by Ali Kaka and seconded by Malik Amin Aslam Khan, the Committee elected Jennifer Mohamed-Katerere as chair of the CPC. The Chair accepted the election and highlighted her wish to lead the Committee in a collaborative manner.</p>	INF
CPC1/2	<p><b>Overview of Congress timeline and CPC work plan 2019-2020</b></p> <p>The CPC took note of the preparatory timeline for the Congress and the related work plan for the Committee presented by the Congress Director (see Annex 1). The timeline has been developed starting from the opening day of the Congress to the present moment, taking into account statutory deadlines and timing.</p> <p>It was explained that for the Regional Conservation Forums (RCF), preparations are well underway and handled by the Regional Offices together with the National and Regional Committees.</p> <p>It was clarified that the financial oversight for the Congress was responsibility of the Finance and Audit Committee (FAC) and that the Congress Unit was reporting regularly to them. The CPC noted that in the past oversight by FAC was sufficient</p>	INF

	<p>but given that the overall responsibility for Congress lies with the CPC it decided to request formal reports by the FAC with regards to the Congress budget. It was noted that the timing of these reports might be difficult as the FAC tends to meet after the CPC.</p> <p>CPC noted that it would need to approve a process for appointing three additional CPC members who would join the CPC when acting as appeals body on the motions process (foreseen between 30 October and 27 November 2019). The Secretariat will make a proposal of possible candidates for consideration of the CPC by July 2019. The Committee took note that the decisions on appeals would be taken via virtual meetings.</p>	
<p>CPC1/3</p>	<p><b>Overview of the venue layout, Congress schedule, and themes</b></p> <p>The CPC reviewed the layout and plans for the venue and took note of the <a href="#">general Congress schedule</a> from 10 to 19 June 2020 as well as the schedule for <a href="#">Forum</a> and <a href="#">Assembly</a>.</p> <p>The Secretariat presented a proposal of 7 themes for the Congress which are in line with the draft 2021-24 Programme (4 major areas plus Fresh water and 2 of the cross-cutting areas):</p> <ul style="list-style-type: none"> <li>• Land and Landscapes</li> <li>• Oceans</li> <li>• Climate change</li> <li>• Governance and rights</li> <li>• Water</li> <li>• Finance</li> <li>• Either “Frontiers of conservation” (technology &amp; innovation) or “post-2020”.</li> </ul> <p>The CPC agreed to adopt the first six themes and further that the “Frontiers of conservation” would be the seventh item. In addition, the CPC decided that the post-2020 agenda be treated as a journey running through these themes and that this would be given appropriate prominence. The following cross-cutting issues were identified:</p> <ul style="list-style-type: none"> <li>• Influence important stakeholders (youth, local governments, private sector, general public, Ministers beyond the Environment Ministers)</li> <li>• Drivers of biodiversity loss (urbanisation, pollution, etc.)</li> <li>• States and outcomes</li> <li>• SDGs</li> </ul> <p>The Host Country mentioned that the themes are well aligned with France’s priorities but that more clarity in the title is needed to have a clearer focus.</p> <p>Following a brainstorming discussion, the CPC proposed and agreed the following focus for the first six themes:</p> <p><b>Water:</b> Freshwater is critical for life; How will freshwater systems be restored at all scales? How can water-related ecosystems survive and flourish? Avoid pollution, contamination of freshwater; manage water needs of cities and rural communities;</p> <p><b>Governance and Rights:</b> Effective governance underlies water, oceans and lands; it depends on authority, capacity and power; and it depends on gender, equality, it is vested in government (national, regional, local) but also, Indigenous People, civil society, and the private sector). Challenges include increasing social political and financial inequity, disempowerment of groups, relationship that</p>	<p>DEC/DIS</p>

	<p>humans have with nature; advance gender; what are key leverage points for transformational change.</p> <p><b>Climate change:</b> connections between climate change and biodiversity are vital; improved biodiversity status enhances ecosystem resilience and it helps with climate change adaptation and mitigation; it is important to use nature-based solutions for disaster risk reduction, climate adaptation and management of agro-biodiversity; synergies and trade-offs between policies that deal with climate change/biodiversity issues and trade-offs with other sectors (highlighting interlinkages between climate change and biodiversity);</p> <p><b>Finance:</b> capital lies with private sector and we should reframe the approach so that conservation is seen as investment rather than cost, creating a shift in mind sets which is a key aspect of transformative change. Further, we need to look at different types of return on investment (e.g. disaster prevention, vs financial return) and identify systemic changes in financial systems will require attitudinal changes;</p> <p><b>Land:</b> the theme should focus on change of land-use and land-use changes, which tackles all drivers (deforestation, agriculture, artificialisation/urbanisation, desertification). But the Congress also needs to address solutions: agro-ecology, food-security, sustainable practices (permaculture, etc.) – production and consumption;</p> <p><b>Oceans: The oceans theme should encompass</b> pollution (plastics, pesticides, acidification), overfishing (MPA, sustainable fishing, governance of areas beyond national jurisdictions, etc.) and management of coastal areas; management of large MPAs.</p> <p>The Secretariat and the Host country made it clear that decision on themes is very urgent in view of upcoming deadlines (such as the call for proposals) and should be presented to Council on Sunday. The exact headlines of the themes require further work as they will need to be transformational and attention-grabbing. It was agreed that Secretariat would make a proposal for headline by 11 April to get final approval from CPC by 15 April. A draft, still to be approved by the CPC is attached for information purposes only (Annex3).</p> <div style="border: 1px solid black; background-color: #e0f2f1; padding: 10px; margin-top: 10px;"> <p><b>DRAFT COUNCIL DECISION</b></p> <p>The IUCN Council,</p> <p><i>on the recommendation of the 2020 Congress Preparatory Committee,</i></p> <p>APPROVES the seven themes of the Congress and post-2020 as cross-cutting issue, and</p> <p>AUTHORISES the CPC to finalise the theme labels by 11 April.</p> </div>	
CPC1/4	<p><b>Preparations for the Forum</b></p> <p>CPC reviewed the 5 Forum objectives presented by the Forum Manager:</p> <ul style="list-style-type: none"> <li>• Showcase that conservation works</li> <li>• Strengthen engagement with next generations</li> <li>• Catalyse action and transformative initiatives</li> <li>• Mobilise the Union as a whole</li> <li>• Mainstream conservation</li> </ul>	INF



	<p>CPC also reviewed the various proposed <a href="#">event types</a>, as well as the <a href="#">selection criteria</a> and timelines for the Call for proposals. Lessons learnt from the past have been integrated in the design for 2020 including reduced number of sessions overall.</p> <p>It was clarified that the technical review of proposals would be carried out by volunteers from Commissions, Members and Secretariat. Approximately 350 reviewers will be needed. After the technical review, the strategic review panel will ensure that a high quality and balance of events of events.</p> <p>CPC suggested to focus the high-level dialogues on visionary and strategic content and that it should target “movers and shakers” as speakers (vs only VIPs). It also suggested considering to change the name of the “High level dialogues” to reflect this visionary objective. The CPC applauded the proposal to host “breakfast with...” events targeted at young people, but proposed that the secretariat considers alternative timing given growing evidence that for many young people mornings are not the most productive time of the day.</p> <p>The Host Country stressed that the need to make good use of the rooms that will be built to make sure that the investments made are well utilised.</p>	
CPC1/5	<p><b>Deadline for receiving nominations for Regional Councillor and for proposals for persons to be nominated by Council as President, Treasurer or Chair of a Commission and recommendation to Council (Regulations 35 and 38) (<a href="#">C96/CPC1/5</a>)</b></p> <p>In accordance with Regulations 35 and 38, the IUCN Council shall determine the deadline for proposals for persons to be nominated for President, Treasurer and Commission Chair and for nominations for Regional Councillor, on the recommendation of the Congress Preparatory Committee (CPC) as per its Terms of Reference. The Senior Governance Manager, in his capacity as Members’ Assembly Manager, explained that according to Regulations 37 and 40 all nominations for Regional Councillor shall be submitted to the Election Officer who will validate the nominations that meet the requirements and authorize their immediate publication. For persons to be nominated for President, Treasurer and Chair of a Commission, the Election Officer will transmit all nominations that meet the requirements to the IUCN Council’s Nominations Committee following the deadline for nominations. As the Nominations Committee needs about four to six weeks prior to the Council meeting to consider the nominations and the 98<sup>th</sup> Council meeting is scheduled for 8-11 February, the latest date to receive nominations is mid-December 2019. As there are already two statutory deadlines on 11 December, the CPC agreed to recommend setting the deadline for 11 December.</p> <div style="border: 1px solid black; background-color: #e0f0ff; padding: 10px; margin-top: 10px;"> <p><b>DRAFT COUNCIL DECISION</b></p> <p>The IUCN Council,</p> <p><i>on the recommendation of the 2020 Congress Preparatory Committee,</i></p> <p><u>Decides</u> to set the deadline for receiving proposals for President, Treasurer and Commission Chairs and nominations for Regional Councillors at 11 December 2019, 13:00 GMT.</p> </div>	DEC/DIS
CPC1/6	<p><b>Discussion of the appointment of the 2020 Congress Election Officer and recommendation to Council (<a href="#">C96/CPC1/6</a>)</b></p>	DEC/DIS

	<p>The <a href="#">TOR of the Election Officer</a> were approved by 95<sup>th</sup> Council. The Election Officer oversees the nominations and elections process. The nominations process will start as soon as the Director General invites Members to submit proposals for elected positions, which will happen in parallel to the Regional Conservation Forums.</p> <p>The Election Officers validates the nominations for President, Commission Chairs, and Treasurer to confirm that proposals are in conformity with the statutes. During Congress, the Election Officer will oversee the election process and verify that the electronic voting system is accurately recording the votes in line with the statutory requirements. After Congress, the Election Officer makes recommendations on how to improve the voting and election process.</p> <p>The Chair of the World Commission on Environmental Law (WCEL) has proposed Prof Denise Antolini as Election Officer. She currently is the Deputy Chair of WCEL and is law professor at the University of Hawaii. She is national of the United States of America.</p> <p>The CPC unanimously supported this recommendation and noted that, in case there is a candidate for president from the USA, the CPC will need to recommend another candidate to Council to avoid any perceived conflict of interest as described in the TOR. The Congress Director added that the Chair of WCEL had recommended that Council appoint a Deputy Election Officer in due time on the recommendation of CPC.</p> <div style="border: 1px solid black; background-color: #e0f2f1; padding: 10px;"> <p><b>DRAFT COUNCIL DECISION</b></p> <p>The IUCN Council,</p> <p>On the recommendation of the 2020 Congress Preparatory Committee,</p> <p>APPOINTS Prof. Denise Antolini as Election Officer.</p> </div>	
CPC1/7	<p><b>Discussion on Congress registration fees and recommendation to Council</b> <a href="#">(C96/CPC1/7)</a></p> <p>As per statutes Art. 47 and Rules of Procedure Art. 30, Council is responsible for establishing the registration fees for the World Conservation Congress. The CPC took note and approved the considerations made by the Secretariat, supported by the Host country in proposing the fee structure as follows</p> <ul style="list-style-type: none"> <li>• Simple structure fee structure</li> <li>• A lower fee for Members, Commission members and representatives of National and Regional Committees to reinforce the value and benefit of Membership plus complimentary registration for Members attending the Assembly only</li> <li>• A lower fee for youth (up to 27 years) to encourage participation of young people</li> <li>• A fee for accompanying persons to allow participants to bring their spouse to social events</li> <li>• Day passes, restricted to a maximum of one day, to enable speakers or academia interested in particular sessions to attend the Congress for one day</li> <li>• A significantly reduced day pass for French residents to accommodate the request by the Host Country who has launched a national mobilisation effort for the Congress and its national biodiversity plan and wishes to make the</li> </ul>	DEC/DIS

	<p>Congress accessible for the general public</p> <ul style="list-style-type: none"> <li>• Staggered fees increasing over time to push participants to register as early as possible</li> <li>• Setting the registration fees in Euros as a significant percentage of participants will come from countries with € currency</li> <li>• Increasing the fees slightly by about 10% compared to 2016</li> </ul> <p>The CPC took note that the Espaces Générations Nature (a space offered and organised by France inside the Congress venue where citizens and other non-state actors can showcase their mobilisation efforts and other commitments) and the exhibition will be open to the general public at no cost (the earlier only during certain hours of the day).</p> <p>The CPC agreed that the rationale provided for the fee structure was very good. The CPC therefore recommends to Council to approve the fee schedule as follows:</p> <p><b>DRAFT COUNCIL DECISION</b></p> <p>Council,</p> <p>on the recommendation of the 2020 Congress Preparatory Committee,</p> <p>APPROVES the registration fee schedule (Table 1) for the IUCN World Conservation Congress 2020.</p> <p><b>Table 1</b></p> <table border="1"> <thead> <tr> <th>FEE in EUR</th> <th>Early bird (up to 11 Mar 2020)</th> <th>Standard (from 12 Mar up to 11 May 2020)</th> <th>Late (from 12 May 2020)</th> </tr> </thead> <tbody> <tr> <td>Members, Commission members &amp; National/ Regional Committee representatives</td> <td>540</td> <td>680</td> <td>780</td> </tr> <tr> <td>General</td> <td>840</td> <td>1'050</td> <td>1'200</td> </tr> <tr> <td>Youth</td> <td>200</td> <td>200</td> <td>200</td> </tr> <tr> <td>Accompanying persons</td> <td>180</td> <td>180</td> <td>180</td> </tr> <tr> <td colspan="4"><b>Day Pass (1 day max per Person)</b></td> </tr> <tr> <td>Youth residents of France</td> <td>30</td> <td>30</td> <td>30</td> </tr> <tr> <td>Residents of France</td> <td>40</td> <td>40</td> <td>40</td> </tr> <tr> <td>Residents outside of France</td> <td>150</td> <td>188</td> <td>216</td> </tr> </tbody> </table>	FEE in EUR	Early bird (up to 11 Mar 2020)	Standard (from 12 Mar up to 11 May 2020)	Late (from 12 May 2020)	Members, Commission members & National/ Regional Committee representatives	540	680	780	General	840	1'050	1'200	Youth	200	200	200	Accompanying persons	180	180	180	<b>Day Pass (1 day max per Person)</b>				Youth residents of France	30	30	30	Residents of France	40	40	40	Residents outside of France	150	188	216	
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CPC1/8	<p><b>Discussion of Council specific objectives linked to the Gender strategy for Congress Assembly and recommendation to Council (<a href="#">C96/CPC1/8</a>)</b></p> <p>CPC was pleased to learn that the Director General had approved and issued <a href="#">an Anti-harassment policy for IUCN events</a> and a <a href="#">Gender mainstreaming strategy for IUCN events</a>.</p> <p>In discussing the proposed decision, a CPC member noted that the decision</p>	DEC/DIS																																				

	<p>makes reference to anti-harassment policy but this is not sufficiently highlighted. The Secretariat advised that both documents had been developed and should be seen in conjunction and the references to the policy had been included deliberately in the strategy.</p> <p>The CPC discussed issues with regarding the status of the document and how to effectively include the objectives of the Gender mainstreaming strategy for IUCN events. The CPC noted that Annex 1 of that strategy, which originates from the Secretariat, specifically refers to the World Conservation Congress and proposed to recommend that Council approves the complete Strategy for gender-responsive IUCN World Conservation Congresses to ensure a comprehensive response. The Committee made one change in the strategy which is described in the following proposed decision.</p> <div style="border: 1px solid black; background-color: #e0f2f1; padding: 10px;"> <p><b>DRAFT COUNCIL DECISION</b></p> <p>Council,</p> <p>On the recommendation of the 2020 Congress Preparatory Committee, ENDORSES the strategic objectives of the <a href="#">Gender mainstreaming strategy for IUCN events</a></p> <p>“ 4. IUCN events will</p> <ol style="list-style-type: none"> <li>a. Promote and strive for equal participation of all men and women as well as equitable interventions/speaking time;</li> <li>b. Strive for gender parity in selection of speakers and composition of panels;</li> <li>c. Put in place measures that allow all attendees to experience an event free from any harassment;</li> <li>d. Prevent sexism and combat gender stereotypes to ensure that gender inequalities are not perpetuated;</li> <li>e. Ensure that a gender perspective will inform session planning; and</li> <li>f. Promote and advance IUCN’s work and policies on gender in conservation and sustainable development.” <p>and</p> <p>APPROVES the Strategy for gender-responsive IUCN World Conservation Congresses [Annex 2] with the following changes</p> <p>“[...]The IUCN Council will</p> <p>40. Submit proposals that promote gender parity in composition of Congress Committees to the Assembly for approval; [...].”</p> </li></ol></div>	
CPC1/9	<p><b>Discussion on observers who shall have the right to speak during the Members’ Assembly and recommendation to Council (<a href="#">C96/CPC1/9</a>)</b></p> <p>The CPC took note of Rule 33, 40 of the Rules of Procedures and of Article 86 of the Statutes which specify the institutions and individuals who have the right to speak at the Congress and that Council is required to define the observers having the right to speak. In line with Rules 8 and 10, as well as past practice from 2012 and 2016, the CPC recommends to Council to give this right to all organisations with which IUCN has formal working relationships established by 30 April 2020. Formal working relationships are defined as contracts, Memorandums of Understandings, Letters of Intent or any other sort of written agreement which</p>	DEC

	<p>does not need to be legally binding or otherwise enforceable.</p> <p>The CPC took note that this information will be communicated via the Congress website but that no formal invitation will be sent to such organisations as there is no central list of organisations with which IUCN has formal relationships and the number and names are changing constantly.</p> <div style="border: 1px solid black; padding: 5px; background-color: #e0f0ff;"> <p><b><u>DRAFT COUNCIL DECISION</u></b></p> <p>Council,</p> <p>On the recommendation of the 2020 Congress Preparatory Committee,</p> <p>DECIDES that all organizations with which IUCN has formal working relationships established by 30 April 2020 be eligible to be observers to the Congress and shall be issued with a recognition card for the right to speak providing they have duly completed the accreditation process.</p> </div>	
<p>CPC1/10</p>	<p><b>Update from Host Country representatives</b></p> <p>Congress is part of a larger framework for France to enhance its new national biodiversity plan and to put biodiversity high on the national and international agenda and to mobilise the general public on biodiversity issue, that includes several major events including the IPBES plenary in April 2019 and the G7 Environment council in Metz in May 2019. France will host a space “Espace Génération Nature” showcasing projects and success stories on biodiversity issues to educate general public including youth solutions to biodiversity and sustainability issues.</p> <p>France has set up a governance structure for Congress at local and national level which includes local and regional authorities as well as civil society organisations. An inter-ministerial steering committee which will encompass other key ministries (education, sports, interior, MOFA) to align preparations on all levels.</p> <p>France is aiming to leave a legacy with the Congress: the event should be transformative and enhance sustainable practices in Marseille including hotels for which France is aiming to get a sustainability certification ahead of Congress. France has started the procurement process to contract the various logistics providers.</p> <p>The CPC expressed its gratitude and confidence into France’s preparations and assured the Host Country that CPC stands ready to accelerate these preparations.</p>	<p>INF</p>
<p>CPC1/11</p>	<p><b>Discussion and approval of sponsored Members programme criteria including recommendations from the Governance and Constituency Committee (<a href="#">C96/CPC1/11</a>)</b></p> <p>The CPC reviewed the decision paper and considered the recommendations by the GCC with regards to the sponsored delegates programme. It took note of the generous contribution by the Host Country France which will provide € 1.5m which would cover around 350 delegates from IUCN Member organizations. The Committee took note that currently about 680 Members would be eligible but that sponsorship should be primarily given to organisations that are actively engaged in the work of the Union.</p> <p>The CPC approved the following <b>minimum criteria</b> in order to be eligible for</p>	<p>DEC</p>

	<p>sponsorship at the 2020 Congress:</p> <ol style="list-style-type: none"> <li>1. Members coming from countries with low and middle-income economies, as per the 2019 World Bank list of economies.</li> <li>2. Members in categories A, B and C which are up-to-date in the payment of their membership dues i.e. are eligible to vote.</li> <li>3. Members having fully complied with the requirements of the Sponsored Members Programme in 2016</li> </ol> <p>In addition, only one delegate per eligible Member organisation should be considered, ensuring adequate geographic representation across all regions<sup>1</sup>.</p> <p>In the event that funding is not sufficient to sponsor all eligible Members, <b>priority shall be given to</b></p> <ul style="list-style-type: none"> <li>• Members who have been accepted as event organizers for the Forum</li> <li>• Members who are candidates for Council or Commission Chairs</li> <li>• Members who are actively engaged in the National or Regional Committee and programmatic or governance activities of the IUCN (where applicable)</li> </ul> <p>In addition, CPC decided that</p> <ul style="list-style-type: none"> <li>• IUCN should only sponsor Government Agencies that will have the power to vote,</li> <li>• strive for gender parity in the sponsored delegates composition,</li> <li>• there is no requirement to have been a Member of IUCN for a specific time prior to being eligible for sponsorship and</li> <li>• National and Regional Committees should be made aware of any non-compliance of its Members in order to ensure adequate follow-up</li> </ul> <p>The CPC noted that decision on sponsorship will be taken by the IUCN Regional Office in close coordination with the Regional Committee where available or alternatively National Committees, taking into account the above criteria and recommendations and that granting of sponsorship will be dependent on availability of funds as well as other requirements required by donors and that no legal claim to receive sponsorship can be made by any Member.</p> <p>The Committee took note that in 2016, about 50% of the Members did not comply with at least one of the criteria and <b>approved the following requirements</b> for sponsored organisations for 2020</p> <ul style="list-style-type: none"> <li>• Member organisation (represented by the Sponsored Delegate or another duly designated representative) participates in the electronic voting on motions prior to the Congress</li> <li>• Sponsored delegate attends the full 9 days of Congress, including participation in Forum events.</li> <li>• Sponsored delegate is physically present (no proxy given) all days of the Members' Assembly and exercises voting rights (vote Yes, No or Abstain) on at least 75% of the decisions of the Members' Assembly, without valid reason<sup>2</sup></li> </ul>	
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<sup>1</sup> Only upon specific donors request, it may be possible to sponsor more than one delegate per Member organisation.

<sup>2</sup> Such as serious illness, accident or death of the sponsored delegate or close relative (spouse, parent, sibling, child), visa declined.

	<p>CPC also approved the following <b>consequences of non-compliance</b></p> <ul style="list-style-type: none"> <li>• Members whose sponsored delegates do not comply with the above requirements without a valid reason<sup>3</sup> will not be eligible for sponsorship to the Regional Conservation Fora in 2023 nor the Congress in 2024</li> <li>• Members whose sponsored delegate cancels his/her participation after the cancellation deadline set by the Secretariat or who fail to attend the Congress without cancelling for valid a reason<sup>4</sup> will be invoiced for the cost incurred.</li> </ul> <p>The Secretariat will make these consequences clear in the agreement to be signed by the sponsored delegate and the Head of the Member organisation.</p> <p>The CPC suggested that the Secretariat should identify a way to monitor participation in the RCF for the future.</p>	
CPC1/12	<p><b>Review the provisional agenda for the IUCN World Conservation Congress 2020 as per Rule 23 of the IUCN Statutes (<a href="#">C96/CPC1/12</a>)</b></p> <p>According to Article 23 of the IUCN Statutes the Director General shall communicate the “provisional agenda, at least nine months in advance of each session.” (i.e. before 11 September 2019) but the Secretariat envisages sharing an outline of the Members’ Assembly during the Regional Conservation Forums (RCF). The skeleton agenda presented to CPC was largely based on the 2016 Congress agenda but this agenda will evolve over the coming months, following discussions at RCFs and the Secretariat will liaise with the CPC to get their view on these changes prior to send-out by 11 September.</p> <p>It was clarified that the Provisional and Draft Agenda which Council would need to approve at its 98th meeting are focusing on the Members’ Assembly part of the Congress and that other elements of the Congress programme would be published in the online programme.</p> <p>The CPC agreed that the regional Member meetings taking place on the eve of the Assembly were not an efficient or conducive opportunity for candidates’ presentations. The CPC noted that the agenda of these Member meetings should be decided by Members themselves but that CPC has a role to suggest to candidates ways to engage with Members. CPC agreed to have a substantive discussion on candidates’ presentations during its next meeting. The CPC also made a recommendation to GCC to include a short agenda item for the RCFs about consultation of Members on the Members’ Assembly agenda.</p> <p>The CPC also requested the Secretariat to amend the skeleton agenda as follows prior to sharing with RCFs: [...] Day 5 – 15 June 2020   18:30 - Regional Members meetings (incl. presentation of election candidates <b>if invited</b>).</p>	INF
CPC1/13	<p><b>Outline of communications plans</b></p> <p>The Director of Global Communications gave an update on the communications plans for the Congress which are largely building on the experience and success of the 2016 Congress and focus on a sound strategy that leverages the Union and external events and with a strong emphasis on videos.</p>	INF

<sup>3</sup> Such as serious illness, accident or death of the sponsored delegate or close relative (spouse, parent, sibling, child), visa declined.



Among the lessons learnt from 2016 are to start communications early (RFPs, website and visual identity complete), to invest in a website that matches the profile of event, to consolidate vendors to improve cohesion and to improve participant communication during Congress.

Highlights from the strategy for 2020 include the following:

- Don't go alone (CEC, CPC, Members, Commissions, Host country)
- Assert global significance (2020 pivotal year, decade to make history, content relevant to global regional and technical audience)
- Lead by example (inclusive Congress: gender, youth, IP), sustainable Congress
- Leverage events with overlapping audiences (external (IPBES, UNFCCC, G7), within Union)

Communications will be organised in the following phases



The **Audiences for Congress** are: Members, regional audiences (media), youth (YP, young journalists, local families), “nexternal” audiences (influencers not in the conservation arena but who have an impact on conservation or can benefit from it), and CBD COP15 negotiators.

The messaging for the Congress will focus on four main points: 1) get nature right to get 2030 right; 2) global challenges/natural solutions; 3) Congress is a powerful mandate buttressed by its unique inclusion of civil society and IP organisations, 4) Lead by the example. Together with the Chair of the Commission on Education and Communication (CEC), the Communications team developed a strapline. France and the year of 2020 provide an unprecedented opportunity where biodiversity will be renegotiated and which gives a call to action. The slogan presented to CPC was:

**“One nature, one future” – “Une nature, un avenir” – “La naturaleza, nuestro futuro”**

The strapline provides a big bubble that works for different audiences (Members, France, local, global) and it has a people factor and a call to action. It is a strapline in which IUCN has to invest as “One nature” needs to be filled with meaning including breaking this down for each theme so that the messages resonate with



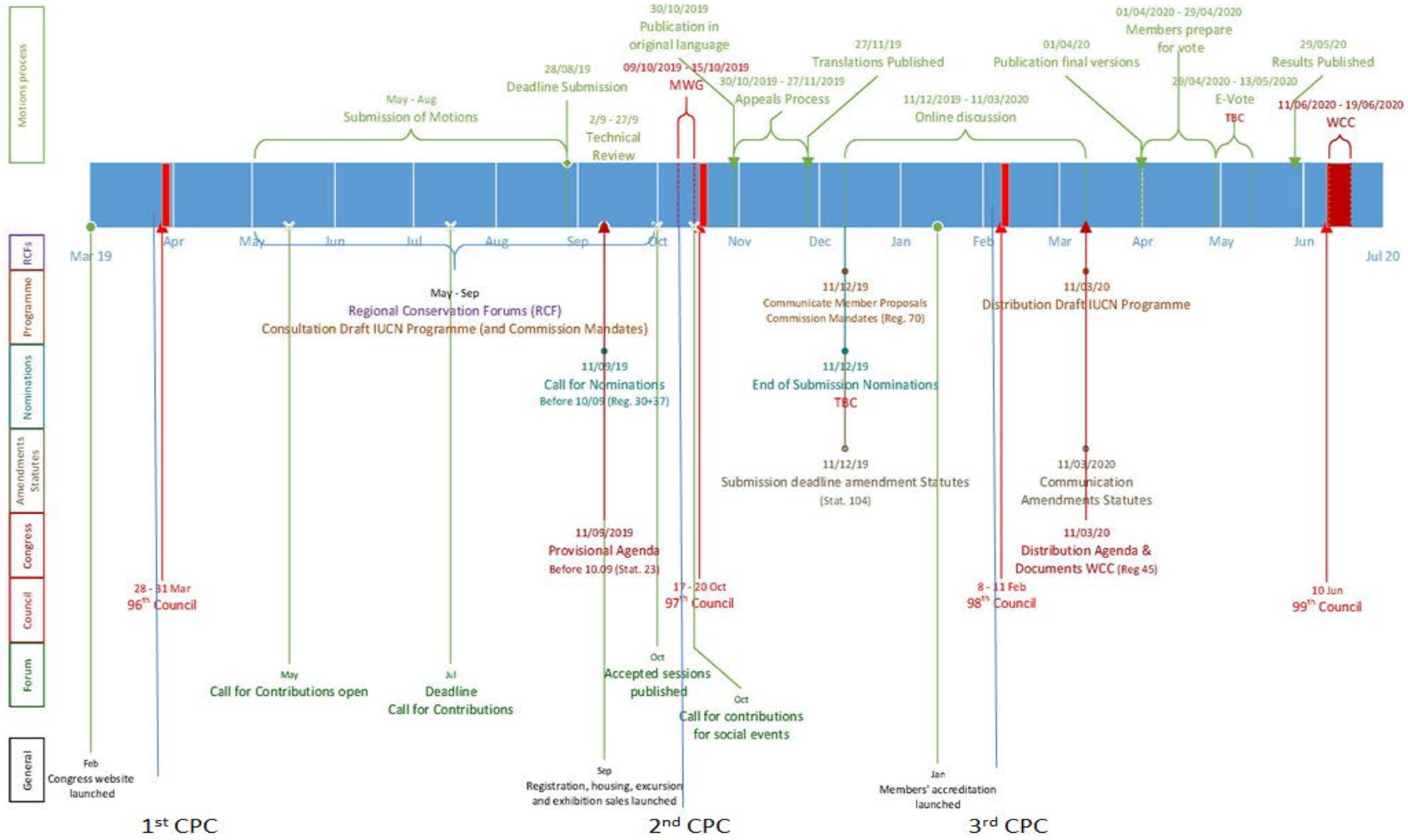
	<p>all key stakeholders. It also will provide a tool that can be used by our Members and France to reach their audience and specifically the general public. Communications would develop assets that can be shared by these partners and the Secretariat will work with the Host Country to maximise and compliment the reach.</p> <p>CPC generally endorsed the idea of the strapline with the below changes in French and Spanish and agreed that it is essential to decide this as soon as possible.</p> <p><b>“One nature, one future” – “Une nature, un avenir!” – “Una sola naturaleza, un solo futuro”</b></p>	
<p>CPC1/14</p>	<p><b>Outline of fundraising plans</b></p> <p>The CPC asked the Partnerships Coordinator to provide an update on fundraising plans. The overall fundraising target for Congress is CHF 5.2m compared to CHF 3.5m in 2016, out of which CHF 2.5 are high priority. The Secretariat (Congress, SPU, BBP) is collaborating with the Host Country and the French National Committee to maximise synergies.</p> <p>The resource mobilisation strategy is focusing on three pillars</p> <ul style="list-style-type: none"> <li>• Sponsorship opportunities</li> <li>• Exhibition booths: new concept with thematic villages;</li> <li>• Grants/donations</li> </ul> <p>The prospect groups are private sector, foundations, high net worth individuals, Governments, NGOs and institutional funders with a detailed strategy for each group. Sponsor benefits in terms of visibility and brand association with IUCN and reach out to decision-makers.</p> <p>The exhibitions will be a space organised around the Congress themes, which will mirror the 2021-2024 program strategic priorities that will showcase best practises and allow for networking and exchange in a dynamic and informal environment. It will be open to the general public during part of the day.</p> <p>So far, the Secretariat has worked on the value proposition; KPIs and started the engagement with potential sponsors to build a pipeline.</p> <p>In the coming weeks, the Congress Unit will engage with Regional Offices and global programmes, finish the design work with the exhibit contractor, and secure meetings with EU and other key framework partners. The Secretariat clarified that the Congress is a non-lucrative event but resources coming from sponsorships and other activities are essential to allow IUCN to break even.</p> <p>The Secretariat highlighted that fundraising is all about relationships and that the support by CPC and Council is essential to open doors to donors to allow us leverage their networks. The Partnership Coordinator will liaise with Council members to identify prospect funders for Congress and relies on them to provide access to their networks. The Congress Unit will regularly report on fundraising progress to keep CPC engaged.</p>	<p>INF</p>
<p>CPC1/15</p>	<p><b>Date and place of next CPC meetings</b></p> <p>CPC took note that in principle three physical meetings are foreseen prior to Congress, linked to the 96<sup>th</sup>, 97<sup>th</sup> and 98<sup>th</sup> Council meeting. The 2<sup>nd</sup> meeting would take place in Marseille either back-to-back with the Council meeting in October</p>	<p>INF</p>

	2019 or about one month before. The Secretariat will explore options with the Host Country and the venue and submit several proposals to CPC within the coming weeks. One CPC member expressed preference for a back-to-back meeting.	
CPC1/15	<b>Any other business</b> No item was discussed.	INF

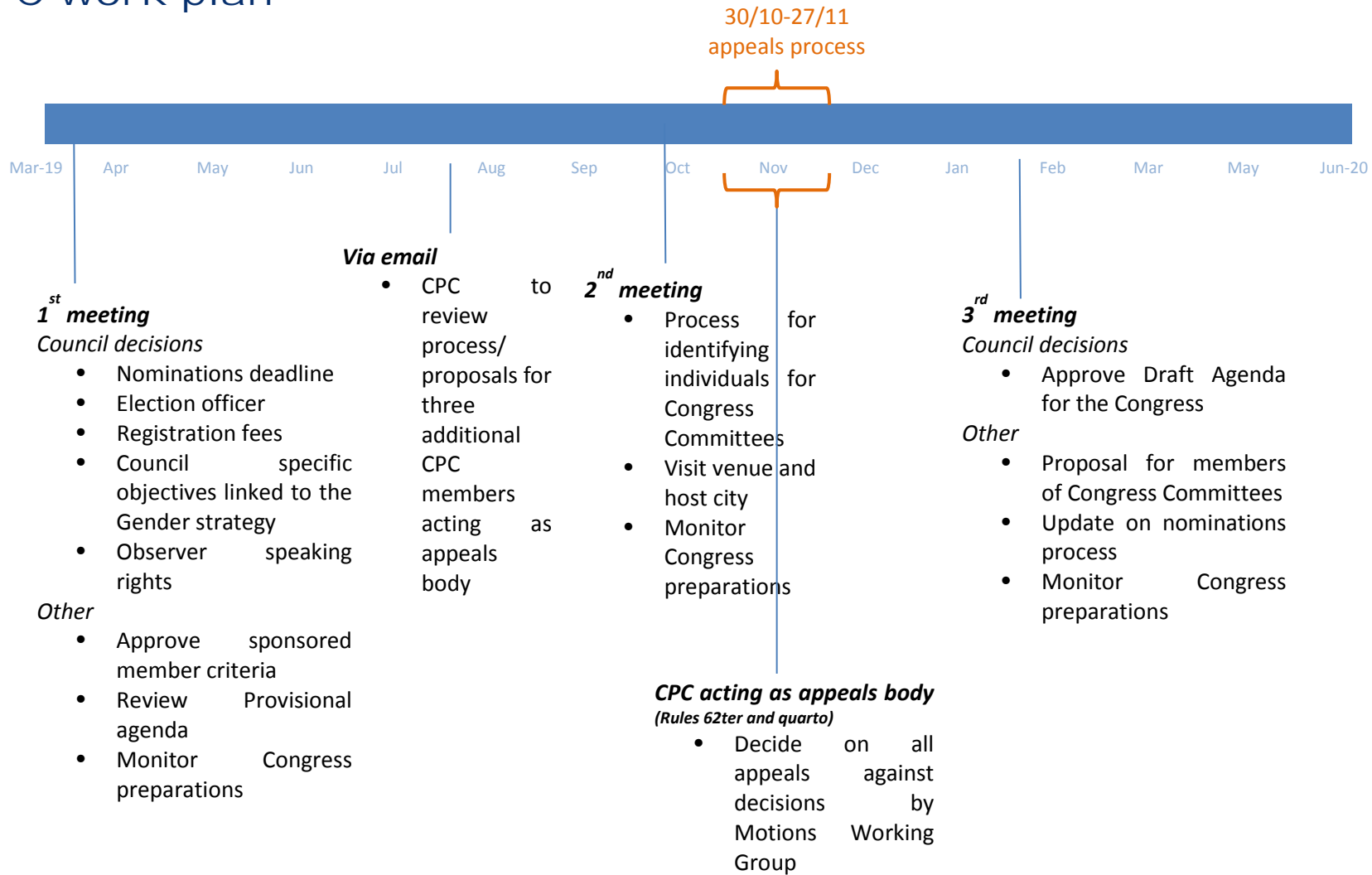
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## 2020 Congress Timeline

TBC = To be confirmed by Council



# CPC work plan



## **Annex 2**

# **Strategy for gender-responsive IUCN World Conservation Congresses**

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### **Purpose**

1. As the highest decision-making body of the Union, the IUCN World Conservation Congress has a pivotal role to play in advancing gender equality, including through participation and governance; agenda, deliberations and decisions; and communications and messaging.

### **Specific objectives**

2. In addition to the strategic objectives of the Gender mainstreaming strategy for IUCN events, the IUCN World Conservation Congress will specifically
  - a. Strive for gender parity in participation by
    - i. Actively promoting and enabling for gender parity in the number of sponsored delegates;
    - ii. Actively promoting gender balance in the composition of Member delegations with more than one person; and
    - iii. Encouraging gender balance in the Head of Delegations across all Member categories and regions.
  - b. Promote gender as an important issue in the content of the Congress by
    - i. Ensuring that gender issues will be included in the design of the Forum; and
    - ii. Ensuring that gender issues are reflected in the IUCN draft Programme.
  - c. Strive for gender parity in the governance of the Congress by
    - i. Aiming for gender parity in the composition of Congress Committees; and
    - ii. Striving for gender parity in nominations of candidates for President, Commission Chairs and Regional Councillors and subsequently in the elected candidates.

### **Specific tools**

#### **Pre-event**

##### ***Congress Unit will***

3. Design IT systems in a way that is inclusive for men, women and those with another gender identity and allow to monitor gender parity;
4. Ensure that the gender responsive objective of the Congress is adequately profiled on the Congress website and Congress material. Ensure that the Gender mainstreaming strategy for IUCN events (this document), and other relevant documents, are profiled and easily accessible from the Congress website;

5. Ensure that all staff involved are aware of IUCN gender policies and relevant staff have gender mainstreaming responsibilities specifically included in their Terms of Reference;
6. Publically share data on gender parity status for the various objectives;
7. As necessary, implement special measures, where feasible, to further gender parity (i.e. special sponsorship programme, seating arrangements in the plenary hall, etc.);

#### **Membership Unit will**

8. Convey message to Members on targets for the composition of delegations and decision-making bodies;
9. Include gender parity objective in guidelines for sponsored delegates and accreditation and monitor status to trigger pro-active reminders to Members as necessary;

#### **Communications Unit will**

10. Include gender considerations in planning for communications and messaging;
11. Ensure that presentation of speakers and VIPs on the website is equitable and inclusive.

#### **Forum team will**

12. Work with the Global Gender Office to include gender issues in content and programme of the Forum;
13. Ensure that composition of panels/speakers in events organised by the Secretariat achieve gender parity;
14. Prepare and promote guidelines for session organisers on how to include gender issues in the programme and how to ensure gender parity in panels/speakers;
15. Event organisers should commit to gender parity in their events and organisers who fail to do so, will not be prioritised;
16. Ensure that session organisers, speakers and participants are aware of gender responsive objective of Forum as well as anti-harassment policy (including through the Forum website; at the Forum venue including with badges and appropriate signage; as well as in relevant written material including Forum schedule);

#### **~~It is proposed that the~~ IUCN Council may consider to will**

17. Submit proposals that promote gender parity in for balanced composition of Congress Committees to the Assembly for approval;
18. Include gender parity objective in guidelines for nomination of candidates and in Terms of Reference of the Election Officer for monitoring of status gender parity in nominations;
19. Actively encourage Members to nominate female/male candidates for Council/Commissions in cases where there is an imbalance in nominations;

#### **During the event**

20. Plenary Chair to promote Members' Assembly as a Gender Responsive Assembly;
21. Union Development Group will monitor engagement of attendees in plenary discussions as well as contact groups and, as necessary, suggest to the Steering Committee to apply incentives and/or sanctions (i.e. speaking time, etc.); and
22. Union Development Group will engage with delegations and/or National or Regional Committees in case their organisation/countries lack gender balance.

## **Post-event**

23. Union Development Group will report back publicly on level of achievement of the specific objectives as well as recommendations for future improvement in line with best of class practice.

## Annex 3



### THEMES FOR THE IUCN WORLD CONSERVATION CONGRESS 2020

DRAFT

Composed of State and non-State Members, powered by science, and operating at the forefront of the environmental agenda for the past 70 years, IUCN offers a unique platform for change through a combination of knowledge generation, policy influencing and on-the-ground delivery.

Every 4 years, the IUCN World Conservation Congress brings together over 8000 delegates, including conservation experts and custodians, business representatives, academia, as well as other professional stakeholders who have an interest in Nature and in the sustainable use of natural resources. The IUCN World Conservation Congress is a unique platform for democratic decision-making in that it brings together governments and civil society on an equal footing. The decisions, resolutions and recommendations that emerge are the product of a fully inclusive process that widen the support and legitimacy beyond that of any other environmental organisation.

The next edition of the Congress will be held in Marseille, France, from June 11-19, 2020, and comes at a time which will, in many ways, set the environmental agenda for the upcoming decade.

*(strapline TBD)*

Reversing the state of nature of planet Earth requires unprecedented mobilization and organization on multiple levels. Actions implemented in the decade leading up to 2030 will be crucial for the future of all life on Earth, given the urgent need to correct humanity's current trajectory, which is incompatible with a healthy natural world and our future. The planetary life support systems upon which we depend are faltering. At the same time, we are now more equipped than ever before, with the knowledge and tools necessary to reverse our impact. And we know that the right policies work for positive outcomes. The IUCN World Conservation Congress in Marseille will be a call to action for all sectors of society, to mobilize and take action.



Addressing environmental issues through innovative, collaborative and integrated approaches that make use of nature-based solutions will be unconditional prerequisites to achieving the Sustainable Development Goals. The Congress in Marseille will be rooted in the Sustainable Development Goals – all goals, not merely the ones which focus on nature and biodiversity. Delegates will help shape the future framework for conservation, following on from the Aichi targets, and demonstrate the interlinkages between the climate agenda and nature.

The IUCN World Conservation Congress is designed to highlight thinking, solutions, and decisions which address critical challenges facing our world. The 2020 Forum, which precedes the Members' Assembly, will focus on showcasing best practices and innovations in nature conservation, building new partnerships, and forging a roadmap for action.

To do so will require heeding all voices – especially those that are often marginalized more so where they are also the environmental custodians as are many Indigenous People and women. Youth and young professionals are our future and must play a lead role in securing the environment. Their voices must be heard and they must be engaged.

The Congress will offer a platform to collect and organize commitments from a broad range of stakeholders.

## **Managing landscapes for people and nature**

By 2030, a harmonious balance must be achieved between ecological integrity for natural landscapes, a shared prosperity, and justice for custodians on working landscapes within the limits that nature can sustain. How can we achieve such a balance, delivering needed infrastructure and ensuring necessary economic development, without a significant impact on nature? What are the fundamental shifts required to protect terrestrial landscapes, whilst ensuring adequate food security for over 10 billion people?

Urban environments and cities, often perceived as a part of the problem, should aim to establish a greener, biodiversity-positive urban habitat, with a lowered footprint, and overall enhanced livability. The growth of urban spaces must be in harmony with nature. What are some nature-based solutions to overcrowding and heating cities, which will also increase resilience to floods and climate change?

Economic activities, such as agriculture, tourism, and extractive industries, will continue to thrive only if the resource remains available. What standards and best practices must the world adopt to preserve protected and conserved areas, while respecting cultural heritage and traditional knowledge systems? How can we better engage with all stakeholders to achieve an optimal balance between extraction, consumption and preservation? What are the keys to feeding the planet without losing nature simultaneously? What makes for sustainable land use planning?

The 2020 Congress will address the systems through which humans and nature interact, and where development challenges meet conservation efforts. Nature is under threat from global development, including agriculture, urbanization, and trade. Nature conservation thus remains a tall order: the rates of species extinction continue to be alarming, and good news, though it occurs, is all too infrequent. What are the key policy gaps which must be filled in the decade leading up to 2030 to halt the extinction of life forms? If we are to truly mainstream nature conservation, what tools, incentives, funding - or ambition - do we need to achieve a reversal of current trends? And how can we avoid repeating past errors?

## **Guaranteeing water security**

Freshwater is critical for Life on earth. While rivers, streams, ponds and lakes contain only 3% of the total amount of water on earth, these water bodies are integral to the survival of all forms of life on the planet. It is essential that we conserve and restore freshwater ecosystems at all scales if we are to sustain life forms – people, animals, plants, fungi, etc. How can we ensure that water-related and water dependent ecosystems survive and flourish?

Water security continues to be a major challenge. Ensuring adequate quality, availability and accessibility of the resource is therefore vital. How can existing laws, policies, and institutions be strengthened and adapted to ensure more effective and sustainable management of water resources at the local, national and transboundary levels, that at the same time protects these freshwater ecosystems? How can we effectively strengthen governance and stewardship around polluted and contaminated watersheds? How can we manage the water needs of ever-growing cities as well as those of rural communities?

## **Restoring ocean and coastal health**

Healthy oceans are at the heart of livelihoods for many, and are key to a stabilized climate regime. Limiting harmful human activities, such as overfishing and pollution, will help build the resilience of coastal communities, as well as coastal ecosystems, such as mangroves and coral reefs. How can we better address pollution, notably plastics and chemicals, and improve marine spatial planning?

Marine protected areas have demonstrated positive effects. What are the conditions for successful protection measures, and how can we strengthen frameworks and collaboration across borders and beyond national jurisdictions?

Climate change directly affects the ocean's temperature and pH. How can marine organisms and ultimately coastal communities adapt to warmer and more acidic waters? The ocean offers tremendous opportunities for improved livelihoods. Enabling a sustainable blue world economy can open new perspectives. What are tomorrow's "blue chips" for the blue planet?

Finding new ways to preserve and protect the polar environments in the face of evolving industrial activities will also become increasingly important as economic activities thrive. In many respects,

polar conservation remains a test of international cooperation. What does it take to truly protect essential commons in the face of mounting pressures? How can we harness existing international cooperation efforts on nature conservation to advance the agenda on polar conservation and overcome barriers to cooperation between involved stakeholders?

## **Harnessing nature-based solutions to climate change**

Nature and the climate are intricately connected in a number of different ways/through multiple pathways. Risks posed by climate change to the natural world and human communities are on the rise. The IUCN World Conservation Congress will contribute to raising awareness of climate change impacts, particularly focusing on climate-vulnerable species and ecosystems, as well as on climate-vulnerable people and communities. How can we expand environmental education and knowledge on climate change, reduce pressures, and help people better adapt?

On the other hand, harnessing nature-based climate mitigation and adaptation efforts will be essential. The full potential of the world's natural carbon sinks and reservoirs to achieve a climate-resilient and biodiversity-rich future, has yet to be unlocked. This will require strengthening institutional capacity for ecosystem planning and management, as landscapes transform and adapt to climate change. How can healthy ecosystems provide effective solutions for climate change mitigation and adaptation? What is the role of protected and conserved areas to meet the goals set out in the Paris Agreement on Climate Change?

Reducing environmental disasters (extreme weather events, floods, etc.) is one of the most critical ways in which to ensure sustainable communities. Successfully mitigating the risks and consequences of environmental disasters requires enhanced policy frameworks and institutional capacity. What are the most effective community-based solutions to ensure the inclusion of the most vulnerable? What kind of natural infrastructure best reduces exposure to natural hazards and increases socio-economic resilience of people and communities by sustaining local livelihoods?

## **Ensuring rights and equitable governance**

Our ability to conserve nature depends on effective and inclusive governance, which cuts across all of nature's dimensions (water, land, oceans, climate, etc.) Empowering people has a significant positive impact on any sustainable development endeavor. Through good governance of shared habitats and implementation of the environmental rule of law, communities can harness the benefits of healthy and biodiverse ecosystems for the realization of social equity and human rights, and remain resilient in the face of global challenges.

Challenges to the rights upon - and the proper access to - natural resources are multifarious. Social, financial and political equity must be increased, while at the same time, the marginalization and disempowerment of groups or individuals, decreased Half of the world's inhabitants still do not have access to the same status, protection, or opportunities, as the other half. Decision-making and representation, continue to be unbalanced. How can we improve the representation of women and other underrepresented groups in all governance-related issues? What are some of the avenues to explore in order to guarantee access to opportunities for all? What are the biases that must still be debunked?

Equitable and effective governance requires the implementation of inclusive decision-making, as well as respect for cultural values and traditional knowledge. How can the roles and contributions of

indigenous peoples and local communities be further reinforced? What are the missing pieces of governance that could help reduce tensions linked to conflicting interests around natural resources, and ensure more integrated approaches to knowledge sharing and implementation?

The environmental rule of law including the obligation to protect nature, the rights of nature and the right to nature, will continue to be debated and strengthened. What new principles or instruments are needed in the international environmental law regime? How can the World enforce the current regime, to more effectively root out the illegal trade in wildlife, protect environmental defenders, and ensure non-regression?

## **Bridging the finance gap**

Mobilizing conservation finance remains a challenge, despite the growing consensus of the need to close the current financial gap, both for climate and nature. A shift in understanding conservation of nature solely as a cost, to framing it as an investment, is crucial. How do we change mindsets around the way in which returns are measured?

A portfolio of options is necessary to do so, ranging from financing for conservation outcomes and de-risking investments to enforcing environmental and social standards, and ensuring the financial sustainability of stakeholders invested in conservation.

What is required to unlock untapped financial resources, and provide the private sector with adequate frameworks to incentivize its investment? What do we need to change to ensure equal access to financial resources for nature conservation efforts at all governance levels?

## **Pushing technological boundaries and improving knowledge**

Conservation benefits both from newer and traditional forms of knowledge. The era of big data, however, does not automatically lead to better information and knowledge. Finding new ways to share information, build knowledge and disseminate results and best-practices, is essential for people to commit to/ a more ambitious conservation agenda.

Technology is changing at a rapid pace and can be harnessed to improve outcomes. Artificial intelligence, remote sensing and the internet of things are becoming mainstream in many activities. What are the next big tools and methods to accelerate our positive impacts? What innovations can we foresee that will be the game-changers in scaling up conservation efforts?

At the same time, technology can be fraught with risk, and potentially highly negative impacts on ecosystems. It therefore must be accompanied by ethical and regulatory safeguards. What policy frameworks do we need to devise in order to harness and guide technology and innovation for the good of the planet? What lessons can we learn from the past?

