

Agenda and Documentation

World Conservation Congress, Barcelona, 5–14 October 2008

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

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Provisional Agenda

Conservation Forum

Day 1 – Sunday 5 October 2008

- 16h50 - **1st Sitting of the 2008 World Conservation Congress (Auditorium)**
17h00 Preliminary Opening of the World Conservation Congress
1. Appointment of Credentials Committee
- 17h00 - **2nd Sitting of the 2008 World Conservation Congress (Auditorium)**
18h30 Opening Ceremony for the World Conservation Congress and celebration of IUCN's
60th Anniversary
- 18h30 - **Host Country Welcome Reception (To be confirmed)**
21h00
- 21h00 - **Concert (To be confirmed)**
22h30

Day 2 – Monday 6 October 2008

- 08h30 - **3rd Sitting of the 2008 World Conservation Congress (Auditorium)**
09h30 1. Preliminary Report of Credentials Committee
2. Adoption of Agenda Doc 1
3. Adoption of amendments to Rules of Procedure of the World Conservation Congress Doc 2
4. Appointment of Resolutions, Finance and Audit, Governance and Programme
Committees, and approval of Terms of Reference Doc 3
- 09h30 - **Opening of the Conservation Forum (Auditorium)**
11h30
- 12h00 - **Conservation Forum (programme being developed)**
20h00

Day 3 – Tuesday 7 October 2008

- 09h30 - 20h00 **Conservation Forum (programme being developed)**

Day 4 – Wednesday 8 October 2008

- 09h30 - 20h00 **Conservation Forum (programme being developed)**

Day 5 – Thursday 9 October 2008

- 09h30 - 16h00 **Conservation Forum (programme being developed)**
16h30 - 18h00 **Closing of the Conservation Forum (Auditorium)**

- 18h30 - 20h00 **Regional Members' Meetings**
Candidates' presentations
- 20h30 - 23h00 **Host Country Reception (To be confirmed)**

Members' Assembly

Day 6 – Friday 10 October 2008

- 09h30 - 13h00 **4th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. First Report of Credentials Committee
 2. Presentation by Chair of the Resolutions Committee on the resolutions process and tabling of motions in accordance with Rules of Procedure of the World Conservation Congress
 3. Presentation by Chair of Programme Committee of the 2009–2012 Programme and Commission mandates, and the process for their adoption, including motions related to the Programme and Commission mandates
 4. Candidates' Presentations continued
- 13h00-15h00 **Programme Hearing**
- 15h00 - 19h00 **5th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Candidates' Presentations continued
 2. President's Report
 - Report on the President's activities since the 2004 Congress
 - Report of the IUCN Council on Governance Reforms and any proposed amendments to the Statutes Docs 4, 5 & 6
 - Report of the Review of IUCN Commissions Doc 7
 3. Director General's Report
 - Activities of the Union since the 2004 World Conservation Congress including Doc 8
 - Report on membership development
 - Follow-up to Resolutions and Recommendations from the Bangkok Congress
 - Report on the External Review and management response
 - Looking to the Future
 4. Reports from the Commission Chairs Doc 9

Day 7 – Saturday 11 October 2008

- 09h30 - 13h00 **6th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Candidates' Presentation concluded
 2. Reports from recognized Regional Committees and Regional Member Meetings
 3. Discussion of the 2009–2012 Programme and Commission mandates and related motions; and Report of the Programme Committee of Congress Doc 10
Doc 11
 4. Draft Resolutions and Recommendations for discussion and, where appropriate, adoption
- 13h00 - 15h00 **Programme Hearing**
- 15h00 - 18h00 **7th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Second Report of the Credentials Committee
 2. Elections of
 - President Doc 12

- (polls open 14h30)
- Treasurer
 - Regional Councillors
 - Commissions Chairs
3. Presentation of John C Philips Memorial and Harold Jefferson Coolidge Medals, Honorary Membership and Commission Awards
4. Discussion and Adoption of Draft Resolutions and Recommendations
- (polls close 19h30) *An evening session may be scheduled for Resolutions*
- Doc 13
Doc 14
Doc 15

Day 8 – Sunday 12 October 2008

ALL DAY **DELEGATE EXCURSION DAY AND CONGRESS COMMITTEES WORKING DAY**

Day 9 – Monday 13 October 2008

- 09h30 - 13h00 **8th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Third Report of the Credentials Committee
 2. Announcement of election results
 3. Presentation of the Forum results
 4. Report by the Director General and the Treasurer on the finances of IUCN in the Intersessional Period 2004–2008 Doc 16
 5. Presentation on the financial plan for new Intersessional Period Doc 17
 6. Report of the Finance and Audit Committee of Congress, including Accounts and Auditors' Reports for 2004–2007 and recommendations with regards to the Financial Plan 2009–2012 Doc 18
 7. Appointment of Auditors Doc 19
- 15h00 - 18h00 **9th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Discussion and Adoption of changes to the Statutes
 2. Discussion and Adoption of Draft Resolutions and Recommendations
- 18h30 - 20h30 **10th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Discussion and Adoption of Draft Resolutions and Recommendations

Day 10 – Tuesday 14 October 2008

- 09h30 - 13h00 **11th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Fourth Report of the Credentials Committee
 2. Discussion and Final Adoption of Resolutions and Recommendations
 3. Adoption of Programme, Commission mandates and Financial Plan
- 14h00 - 15h00 **12th Sitting of the 2008 World Conservation Congress (Plenary Hall)**
1. Closing Ceremony, including
 - Message from President Elect
 - Closure of the World Congress by the outgoing President

**IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain**

**Proposed Amendment to the Rules of Procedure of
the World Conservation Congress concerning
the Submission of Motions**

Action Requested: The World Conservation Congress is requested to APPROVE the amendments to Rules 49 and 52 of the Rules of Procedure of the World Conservation Congress as proposed by Council and set out below.

1. At a meeting in May 2007, the Governance Task Force of the IUCN Council considered several options provided by the Secretariat to improve the motions process, drawing on the experience at the Bangkok Congress, including a report from the Chair of the Resolutions Committee.
2. Council, on the recommendation of the Governance Task Force, subsequently requested the Legal Adviser to prepare the necessary text to amend Rules 49 and 52 of the Rules of Procedure. The proposed amendments were subsequently considered and approved by Council at its 68th meeting in May 2007 (Decision C/68/23), and are now set out in the attached chart.
3. The first two of the proposed amendments increase from two (2) to five (5) the number of sponsors required for motions submitted at the statutory deadline (Rule 49) and from five (5) to ten (10) the number of sponsors required for motions submitted at Congress (Rule 52). The aim of these amendments is to promote further consultation and agreement among members before a motion is submitted.
4. The third and last proposed amendment to the Rules of Procedure requires members submitting motions at Congress to comply with “a minimum of three” of the criteria listed, instead of “any” of the said criteria as the text stands at present (Rule 52). The aim of this amendment is to ensure that motions submitted at Congress are not only arising out of the deliberations of the Congress or responding to matters on its agenda but also address issues that are either new or urgent or could not have been foreseen.
5. The texts of these proposed amendments are set out in the attached table.

**PROPOSALS BY THE IUCN COUNCIL TO AMEND
THE RULES OF PROCEDURE OF IUCN
WCC October 2008**

Current Provisions in the Rules of Procedure	Proposed Amendments to Current Provisions in the Rules of Procedure	Proposed Final Text of Amended Provisions
<p><u>Motions</u></p> <p>49. Motions may be proposed by the Council, or by any member eligible to vote with the co-sponsorship of at least two other such members. Motions shall normally be submitted to the Director General no later than one hundred and twenty days before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all members, at least sixty days in advance of that session of the World Congress.</p>	<p><u>Motions</u></p> <p>49. Motions may be proposed by the Council, or by any member eligible to vote with the co-sponsorship of at least two five other such members. Motions shall normally be submitted to the Director General no later than one hundred and twenty days before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all members, at least sixty days in advance of that session of the World Congress.</p>	<p><u>Motions</u></p> <p>49. Motions may be proposed by the Council, or by any member eligible to vote with the co-sponsorship of at least five other such members. Motions shall normally be submitted to the Director General no later than one hundred and twenty days before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all members, at least sixty days in advance of that session of the World Congress.</p>
<p><u>Motions</u></p> <p>52. Motions may only be submitted at the World Congress either by the Council, or by a member eligible to vote with the co-sponsorship of at least five other members eligible to vote, and if the subject of the motions is new, urgent, could not have been foreseen, arises out of deliberations of the World Congress or responds to matters on the agenda. The text of such motions shall be distributed to delegates by the Secretariat only if the Resolutions Committee has accepted them as meeting any of the following criteria:</p>	<p><u>Motions</u></p> <p>52. Motions may only be submitted at the World Congress either by the Council, or by a member eligible to vote with the co-sponsorship of at least five ten other members eligible to vote, and if the subject of the motions is new, urgent, could not have been foreseen, arises out of deliberations of the World Congress or responds to matters of the agenda. The text of such motions shall be distributed to delegates by the Secretariat only if the Resolutions Committee has accepted them as meeting any a minimum of any three (3) of the following criteria:</p>	<p><u>Motions</u></p> <p>52. Motions may only be submitted at the World Congress either by the Council, or by a member eligible to vote with the co-sponsorship of at least ten other members eligible to vote, and if the subject of the motions is new, urgent, could not have been foreseen, arises out of deliberations of the World Congress or responds to matters of the agenda. The text of such motions shall be distributed to delegates by the Secretariat only if the Resolutions Committee has accepted them as meeting a minimum of any three (3) of the following criteria:</p>

Current Provisions in the Rules of Procedure	Proposed Amendments to Current Provisions in the Rules of Procedure	Proposed Final Text of Amended Provisions
	<p>(a) “New” means that the issue which is the subject of the resolution or recommendation has arisen within ninety days before the start of the session of the World Congress;</p> <p>(b) “Urgent” means a matter in respect of which developments are about to take place soon after the World Congress and upon which a resolution or recommendation of the World Congress may reasonably be expected to have an impact;</p> <p>(c) “Could not have been foreseen” means a matter which, while not itself new, has been the subject of developments within ninety days before the start of the session of the World Congress which call for action by the World Congress;</p> <p>(d) “Arises out of the deliberations of the World Congress” means a matter which has been discussed at any officially scheduled meeting during the World Congress, including business and conservation sittings, technical meetings, Commission meetings, meetings of working groups or associated meetings;</p> <p>(e) “Responds to matters on the agenda” means any matter scheduled for discussion at any of the meetings referred to in the immediately preceding paragraph, but which has not yet been discussed by that meeting at the time when the resolution or recommendation was submitted.</p>	<p>(a) “New” means that the issue which is the subject of the resolution or recommendation has arisen within ninety days before the start of the session of the World Congress;</p> <p>(b) “Urgent” means a matter in respect of which developments are about to take place soon after the World Congress and upon which a resolution or recommendation of the World Congress may reasonably be expected to have an impact;</p> <p>(c) “Could not have been foreseen” means a matter which, while not itself new, has been the subject of developments within ninety days before the start of the session of the World Congress which call for action by the World Congress;</p> <p>(d) “Arises out of the deliberations of the World Congress” means a matter which has been discussed at any officially scheduled meeting during the World Congress, including business and conservation sittings, technical meetings, Commission meetings, meetings of working groups or associated meetings;</p> <p>(e) “Responds to matters on the agenda” means any matter scheduled for discussion at any of the meetings referred to in the immediately preceding paragraph, but which has not yet been discussed by that meeting at the time when the resolution or recommendation was submitted.</p>

Attachment 1
Amendments to IUCN Statutes, Rules of Procedure
of the World Conservation Congress and Regulations
Summary of Provisions

A. The provisions regarding the amendment of the Statutes are set forth in Articles 104–108 of the Statutes

Under Articles 104–105, amendments may be (1) proposed by any member for consideration by Council not later than 180 days prior to the opening of the World Congress; (2) proposed to Congress (a) by Council (which may incorporate proposals received from members), or (b) by any five members in Category A or fifty members in Category B (with their proposals to be received by the Secretariat not less than 180 days prior to the opening of Congress).

Not less than 120 days prior to the opening of Congress, the Director General communicates to the members of IUCN all amendments to these Statutes proposed by Council or by members (with such communication to include an explanation of the proposals and any comments from Council).

Amendments to the Statutes are adopted by Congress by a two-thirds majority of the votes cast in each of the membership Categories A and B, and unless otherwise decided by Congress they become effective at the close of that session of Congress.

- Congress Paper CGR/2008/4 is an amendment proposed by Council concerning the name of IUCN.
- Congress Paper CGR/2008/5 is an amendment proposed by Council concerning the territorial scope of action of National and Regional Committees.
- Congress Paper CGR/2008/6 is an amendment proposed by members in Category A concerning a new category of membership in IUCN.

B. The provisions regarding the amendment of Rules of Procedure of the World Conservation Congress are set forth in Article 29 of the Statutes

Any member eligible to vote may submit a motion to amend the Rules of Procedure to the Steering Committee of the World Congress and/or, if prior to a session of Congress, to the Council. The Steering Committee or Council shall recommend to the World Congress that the motion be accepted as submitted or in an amended form, or rejected.

Additionally, Council may propose to Congress a motion to amend the Rules of Procedure.

Any amendment to the Rules of Procedure requires a decision of Congress taken by simple majority, and the effective date of the amendment is determined by Congress.

- Congress Paper CGR/2008/2 is an amendment proposed by Council concerning the submission of motions to the World Congress.

C. The provisions regarding the amendment of Regulations are set forth in Articles 101–103 of the Statutes

The Regulations may be amended by Council, with the proposed amendment to be placed on the agenda of an ordinary Council meeting and adopted by a two-thirds majority of the votes cast at each of two successive Council meetings.

Any amendment to the Regulations shall be communicated to the members as soon as possible after it is adopted.

At the request of at least 40 members eligible to vote, made within 180 days following Council's communication of an amendment to the Regulations, Congress shall review that amendment. Pending such review, the effectiveness of the amendment shall be suspended.

Council, at its 68th and 69th meetings, amended Regulations 90(b) and 91(b) by changing IUCN's accounting currency from Swiss francs to Euros.

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Terms of Reference for Congress Committees

Action Requested: The World Conservation Congress is asked to APPROVE the Terms of Reference and membership of the Congress Committees proposed by the Council.

Background

In accordance with the Rules of Procedure of the World Conservation Congress, Committees shall be appointed to assist the Congress in the conduct of its business.

Terms of Reference for the following Congress Committees have been prepared by the Council for consideration and approval by the Congress and are annexed hereto:

- Credentials Committee
- Resolutions Committee
- Finance and Audit Committee
- Programme Committee
- Congress Steering Committee

Proposals for membership of the Congress Committees will be tabled by the President at the opening of the Congress.

Credentials Committee Draft Terms of Reference

The Credentials Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 21 of the Rules of Procedure of the World Conservation Congress.

The Terms of Reference of the Committee shall be:

- to supervise the accreditation process of members' delegations in accordance with Rule 21 of the Rules of Procedure of the World Conservation Congress;
- to certify to the Congress the delegates in good standing who are able to exercise their rights;
- to indicate the total number of votes to be exercised by each category of voting members present at the World Conservation Congress, in accordance with Article 34 of the Statutes, Part V – The World Conservation Congress;
- to receive from the Director General a statement of names of those members who are not in good standing and whose rights in connection with elections, voting and motions are *ipso facto* suspended under Article 13 a) of the Statutes, Part III – Members;
- to implement policies and guidelines established by Council for members with outstanding dues;
- to include at least two members of the Membership Committee;
- to act as focal point for issues of the wider constituency of IUCN membership;
- to make recommendations to decide appeals;
- to perform such other functions as may be conferred by Council;
- in preparing its report, the Committee will coordinate with the Finance and Audit Committee and the Programme Committee.

Resolutions Committee of Congress Draft Terms of Reference

1. The overall responsibility of the Resolutions Committee (RC) is to ensure the smooth operation of the Resolutions and Recommendations process during the 4th IUCN World Conservation Congress. The Resolutions Committee manages the motions process at the Congress. More specifically, the RC is responsible for verifying whether motions received meet the statutory requirements, and for deciding which motions will be put to vote at the Congress and which will first be discussed in *ad hoc* contact groups.
2. The Resolutions Committee will be elected by the Congress. It shall include the members of the Resolutions Working Group appointed by the Council.
3. The Resolutions Committee is responsible for the management of motions at the Congress.

The Resolutions Committee shall:

- (a) Verify whether motions submitted at the Congress meet the statutory requirements.
- (b) Receive motions submitted during Congress within the deadline set by the Steering Committee and circulate them to delegates if they meet the statutory requirements (see Rules 53 and 54).
- (c) Receive proposed amendments to motions, and decide whether an amendment is in order (see Rule 59).
- (d) Forward through the Programme Committee any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions of the World Congress that consider the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action.

The Resolutions Committee may:

- (e) Decide to exclude or amend a draft motion.
- (f) Refer a motion to a committee or *ad hoc* contact group of delegates for its review and advice, or decide that it be debated and voted upon directly by the World Congress.
- (g) In cases where a text has been debated in a committee or contact group, consider the resulting report before presenting the text to the Congress (see Rule 56).
- (h) Propose that amendments should be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (see Rule 62).

Finance and Audit Committee Draft Terms of Reference

The Finance and Audit Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule13 of the Rules of Procedure of the World Conservation Congress.

The Terms of Reference of the Committee shall be:

- (a) to examine the audited annual accounts and management letters issued by the external auditors for the years 2004, 2005, 2006 and 2007, together with the cover paper on the Finances of IUCN for the period 2004 to 2007, and the estimates for 2008, prepared jointly by the Treasurer and the Director General (Congress Papers CGR/2008/18 and 16, respectively);
- (b) to examine the Financial Plan for the period 2009–2012 (Congress Paper CGR/2008/17) and any matters related to membership dues (Annex 1 to Congress Paper CGR/2008/8);
- (c) to consider the reports of the Council and of its Finance and Audit Committee;
- (d) to evaluate the recommendation made by the Council regarding the appointment of the external auditors (Congress Paper CGR/2008/19);
- (e) to consider any other matters of finance or financial and operational procedures referred to the Committee by the plenary session or by the Steering Committee;
- (f) to advise the Congress on the outcome of these considerations, and to propose action as appropriate;
- (g) to comment on the implications of the resolutions submitted to Congress for decision in relation to the Financial Plan approved by Council;
- (h) in preparing its report, the Committee will coordinate with the Programme Committee and the Credentials Committee.

Programme Committee of Congress Draft Terms of Reference

The Programme Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.

Under the Rules of Procedure of the World Conservation Congress, the Programme Committee shall:

- (a) assist the Resolutions Committee of Congress with the implementation of Rule 51 of the Rules of Procedure, which states that:

“Discussion of the draft Programme or proposed mandate of a Commission shall take into consideration any motion or part of a motion affecting these documents, and all such motions shall be dealt with as proposed amendments to the Programme or mandate. All such motions shall be remitted by the Resolutions Working Group or the Resolutions Committee to the session of the World Congress that considers the Programme and mandates of the Commissions. The sponsors of these motions shall be advised of this action.”
- (b) assist Congress by taking note of comments from the Membership on the Programme of the Union, as expressed in discussion of the Director General’s Report on the Activities of the Union since the 3rd Session of the World Conservation Congress (Congress Paper CGR/2008/8); the Reports of Chairs of Commissions and the Review of Commissions (Congress Papers CGR/2008/9 and 7, respectively);
- (c) consult with members or groups of members who wish to discuss programmatic matters that they have been unable to address in Plenary;
- (d) advise the Congress on ways in which the procedures for formulating and implementing the Programme of the Union, or the activities to be undertaken by particular Commissions or Secretariat groups, or in particular regions, should be adjusted;
- (e) if necessary, propose specific adjustments to the draft Programme for 2009–2012 or the mandates of any Commission by way of adopted minutes;
- (f) if necessary, prepare recommendations through minutes of the Committee for adoption by the Congress;
- (g) in preparing its report, the Committee will coordinate with the Congress Resolutions Committee and the Finance and Audit Committee.

Congress Steering Committee Draft Terms of Reference

1. The Steering Committee of the World Conservation Congress shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.
2. The Steering Committee shall comprise the members of the Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, the Vice Presidents and the Director General and shall be charged with the general duty of forwarding the business of the World Congress.
3. All matters concerning the organization of the World Congress shall be referred to the Steering Committee.
4. Specific duties of the Steering Committee are as detailed in the Rules of Procedure of the Congress (Rules 37, 44, 47, 52, 65 and 86).
5. The Steering Committee shall meet as necessary during Congress and invite concerned individuals as appropriate to join its meetings.

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**Proposed Amendment to Art. 1 of the IUCN Statutes
concerning the Name of IUCN**

Proposed to the World Conservation Congress by Council.

Action Requested: The World Conservation Congress is requested to:

- a) TAKE NOTE of Council's adoption of the new logo of IUCN; and
- b) ADOPT the proposed amendment to Art. 1 of the Statutes as set forth in the attached Table.

1. Art. 1 of the Statutes sets forth the name of IUCN as follows: "The International Union for Conservation of Nature and Natural Resources (IUCN) (also known as the World Conservation Union)..." (with such name used in each of IUCN's three official languages).
2. IUCN's Certificate of Registration with the Swiss authorities sets forth the following name: "UICN, Union internationale pour la conservation de la nature et de ses ressources (IUCN, International Union for Conservation of Nature and Natural Resources)."
3. Resolution 18.1 adopted by the 18th General Assembly of IUCN (Perth, 1990), provides for (a) "The World Conservation Union" to be used "as a short descriptive title"; (b) "IUCN-The World Conservation Union" to be used "[o]n documents"; and (c) "The International Union for Conservation of Nature and Natural Resources (IUCN), commonly styled The World Conservation Union" to be used on "legal instruments" (Res. 18.1, operative paragraph 3).
4. The previous logo of IUCN, consisting of the "IUCN" acronym and the caption "The World Conservation Union" placed immediately underneath it, was adopted by Council at its 33rd meeting held on 4–6 May 1992.
5. Council and the Director General have discussed on repeated occasions their shared concern over the growing state of confusion that the multiple name forms as well as the mismatch between the acronym and the caption in the logo of IUCN create amongst IUCN's target audiences. Council was provided ample opportunity to appreciate the negative effects from such confusion, and ultimately a common belief was reached that a new logo and a clarified brand name were urgently needed in order for IUCN to raise its profile and to communicate its message more effectively.
6. At its 68th meeting held on 19–20 November 2007, Council established a working group for the purpose of (a) reviewing the considerable work already done on possible options for a new logo and a clarified brand name, and (b) submitting its recommendation to Council through electronic means (the "Working Group").
7. In December 2007, the Working Group decided to recommend to Council that it (a) drop the caption "The World Conservation Union" from the logo and adopt the new big "C" logo, and (b) propose to the World Congress an amendment to Art. 1 of the Statutes, to delete the name "The World Conservation Union" and replace it with "International Union for Conservation of Nature."

8. In January 2008, by mail ballot Council decided to discontinue the use of the then-current logo and to replace it with the new big “C” logo, in accordance with the recommendation of the Working Group.
9. At its 69th meeting held in March 2008, and in accordance with the above considerations and recommendations, Council decided to propose to the World Congress an amendment to Art. 1 of the Statutes, to delete “The World Conservation Union” and replace it with “International Union for Conservation of Nature,” more specifically as set forth in the attached Table.
10. Also consistent with the above, Council decided to propose to the World Congress a motion that would supersede those parts of Resolution 18.1 (Perth, 1990) pertaining to the multiple name forms of IUCN, as noted above (with such a motion being proposed by Council for due consideration by the World Congress).

**PROPOSAL BY THE IUCN COUNCIL TO AMEND
ART. 1 OF THE STATUTES OF IUCN
WCC October 2008**

Current Provisions in the Statutes	Proposed Amendments to Current Provisions in the Statutes	Proposed Final Text of Amended Provisions
<p>1. The International Union for Conservation of Nature and Natural Resources (IUCN) (also known as the World Conservation Union) is constituted in accordance with Article 60 of the Swiss Civil Code as an international association of governmental and non-governmental members. Therefore it has legal personality and may perform any act in conformity with its objectives.</p>	<p>1. <u>IUCN</u>, The International Union for Conservation of Nature and Natural Resources (IUCN) (also known as the World Conservation Union <u>International Union for Conservation of Nature</u>) is constituted in accordance with Article 60 of the Swiss Civil Code as an international association of governmental and non-governmental members. Therefore it has legal personality and may perform any act in conformity with its objectives.</p>	<p>1. IUCN, International Union for Conservation of Nature and Natural Resources (also known as International Union for Conservation of Nature) is constituted in accordance with Article 60 of the Swiss Civil Code as an international association of governmental and non-governmental members. Therefore it has legal personality and may perform any act in conformity with its objectives.</p>

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**Proposed Amendment to Art. 71(c) of the IUCN Statutes
concerning the Territorial Scope Restriction
on National and Regional Committees**

Proposed to the World Conservation Congress by Council.

Action Requested: The World Conservation Congress is requested to ADOPT the proposed amendment to Art. 71(c) of the Statutes as set forth in the attached table.

1. Art. 71(c) of the Statutes provides in relevant part that “National and Regional Committees ... shall work in partnership with the Secretariat and the Commissions to formulate, coordinate and implement the Programme of IUCN within their State or Region” (underscoring added).
2. Prior to its meeting on 8–9 March 2008, the Governance Task Force of the IUCN Council (GTF) had taken on the task of considering the constraining effects of the territorial limitation under Art. 71(c) on the activities of National and Regional Committees. Such effects appeared to be unduly restrictive (and arguably anachronistic) in light of circumstances and pressures brought about by globalization.
3. At its 8–9 March 2008 meeting, the GTF reviewed a number of options for amending Art. 71(c) aimed at eliminating or reducing the impact of the territorial scope limitation.
4. At the 69th meeting of Council on 10–12 March 2008, the GTF recommended that Council’s amendment proposal for Art. 71(c) to the World Congress delete the territorial limitation phrase “within their State or Region.”
5. Council, at its 69th meeting, adopted the recommendation of the GTF for the amendment of Art. 71(c). Council’s amendment Proposal is set forth in the Table attached hereto.
6. In deciding to propose this amendment for adoption by the World Congress, and as recommended by the GTF, Council “also requested the Membership Committee [of Council], in consultation with the relevant and interested National and Regional Committees, to write a code of conduct describing the normal conduct Committees should respect when working outside of their State or Region and making reference to Regulation 64.”

**PROPOSAL BY THE IUCN COUNCIL TO AMEND
ART. 71(c) OF THE STATUTES OF IUCN
WCC October 2008**

Current Provisions in the Statutes	Proposed Amendment to Current Provisions in the Statutes	Proposed Final Text of Amended Provisions
<p>71. National and Regional Committees:</p> <p>(a) may have their own separate legal personality distinct from that of IUCN in a form acceptable to the Council;</p> <p>(b) shall be self-governing and shall not impose financial obligations or liabilities upon IUCN, which shall not be responsible for commitments entered into by a Committee unless these have prior authorization of the Council; and</p> <p>(c) shall work in partnership with the Secretariat and the Commissions to formulate, coordinate and implement the Programme of IUCN within their State or Region.</p>	<p>71. National and Regional Committees:</p> <p>(a) may have their own separate legal personality distinct from that of IUCN in a form acceptable to the Council;</p> <p>(b) shall be self-governing and shall not impose financial obligations or liabilities upon IUCN, which shall not be responsible for commitments entered into by a Committee unless these have prior authorization of the Council; and</p> <p>(c) shall work in partnership with the Secretariat and the Commissions to formulate, coordinate and implement the Programme of IUCN within their State or Region.</p>	<p>71. National and Regional Committees:</p> <p>(a) may have their own separate legal personality distinct from that of IUCN in a form acceptable to the Council;</p> <p>(b) shall be self-governing and shall not impose financial obligations or liabilities upon IUCN, which shall not be responsible for commitments entered into by a Committee unless these have prior authorization of the Council; and</p> <p>(c) shall work in partnership with the Secretariat and the Commissions to formulate, coordinate and implement the Programme of IUCN.</p>

**IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain**

**Proposed Amendments to IUCN Statutes, Rules of Procedure of the
World Conservation Congress and Regulations Concerning the
Creation of a New Membership Category for Local and Regional
Government Authorities**

Proposed to the World Conservation Congress by at least five (5) members in Category A.

Action Requested: The World Conservation Congress is requested to:

- a) TAKE NOTE of the proposed amendments to the Statutes, Rules of Procedure and Regulations; and
 - b) ADOPT the proposed amendments to the Statutes, Rules of Procedure and Regulations.
1. Resolution 3.003 (“Engagement by IUCN with local and regional government authorities”) adopted at the IUCN 3rd World Conservation Congress in Bangkok, Thailand in November 2004, called upon the IUCN Council “to examine and report to members on methods by which IUCN can better engage with local and regional government authorities.”
 2. Prior to the 69th meeting of the IUCN Council (March 2008) the French National Committee of IUCN submitted to the Governance Task Force of the IUCN Council (GTF) a paper that included a “Proposal to amend current provisions in the Statutes, Rules of Procedure of the World Conservation Congress and Regulations, in order to accommodate local and regional government authorities in IUCN governance” (the “Proposal”). To that end, the Proposal seeks to create a new Category D of membership in IUCN for local and regional government authorities (and for specified relevant national and international organizations).
 3. At a meeting on 8-9 March 2008, the GTF considered this proposal and took the following decision and made the following recommendation to Council: “... that the French National Committee’s proposal to amend the IUCN Statutes in order to allow local authorities to join IUCN is supported by Council. Council is recommended to request the Legal Adviser and the Task Force to assist the French National Committee in further developing their proposal and to assist in its submission to Congress with the support of Council.”
 4. Council, at its 69th meeting on 10–12 March 2008, decided (as reported in the Draft Minutes of the meeting) that “while it is important to support the participation of local authorities, there is a problem with this proposal as the definition of a local authority is not the same in all countries: it could be a municipality, a region, a prefecture, etc. It was felt that this proposal should not be adopted as it would create more problems than it would solve. A great deal of caution was recommended.” When the recommendation by the Governance Task Force was put to a vote, Council voted against supporting the Proposal.
 5. Pursuant to relevant part of Art. 105 of the Statutes, “[a]mendments to these Statutes may be proposed to the World Congress ... (b) by any five members in Category A ..., provided that such proposals are received by the Secretariat not less than one hundred and eighty days prior to the opening of an ordinary or extraordinary session of the World Congress.”

6. Following the 69th Meeting of the Council, and up and including 8 April 2008 (the statutory deadline of 180 days prior to the opening of the World Congress), the Director General properly received the Proposal, with strong endorsements for its adoption by the World Congress, from the following nine (9) members in Category A:
 - i. Diputación de Barcelona (Spain);
 - ii. Diputación de Málaga (Spain);
 - iii. Junta de Andalucía (Spain);
 - iv. Ministère des affaires étrangères et européennes (France);
 - v. Conservatoire de l'espace littoral et des rivages lacustres (France);
 - vi. Centre de coopération internationale en recherche agronomique pour le développement, CIRAD (France);
 - vii. Departament de Medi Ambient i Habitatge, Generalitat de Catalunya (Spain);
 - viii. Office National des Forêts (France); and
 - ix. Ministère de l'Ecologie, de l'Energie, du Développement durable et de l'Aménagement du territoire (France).

7. The Proposal, as submitted by the above members, is attached hereto and is being communicated by the Director General to the members, in accordance with the provisions of Art. 106 of the Statutes, for their action as requested above.

**Proposal to amend current provisions in the Statutes,
Rules of Procedure of the World Conservation Congress and Regulations**

In order to include local and regional government authorities in IUCN governance

Current Provisions in the Statutes	Proposed Amendments to Current Provisions in the Statutes	Commentaries
Part III – Members		
<p><u>Categories</u> 4. The members of IUCN shall be: Category A: (a) States and government agencies; (b) political and/or economic integration organizations; Category B: (c) national non-governmental organizations; (d) international non-governmental organizations; and Category C: (e) affiliates.</p>	<p><u>Categories</u> 4. The members of IUCN shall be: Category A: (a) States and government agencies; (b) political and/or economic integration organizations; Category B: (c) national non-governmental organizations; (d) international non-governmental organizations; and Category C: (e) affiliates; Category D: (f) local and regional government authorities; (g) national organizations bringing together local and regional government authorities; (h) international organizations bringing together local and regional government authorities.</p>	

Current Provisions in the Statutes	Proposed Amendments to Current Provisions in the Statutes	Commentaries
<p><u>Categories</u> 5. In these Statutes: (a) States shall be [...]; (b) government agencies shall be organizations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure;”[...] (c) political and/or economic integration organizations shall be [...]; (d) national non-governmental organizations shall be [...]; (e) international non-governmental organizations shall be [...]; (f) affiliate members shall be [...];</p>	<p><u>Categories</u> 5. In these Statutes: (a) States shall be [...]; (b) government agencies shall be organizations, institutions and, when applicable, government departments, which form part of the machinery of the central, federal or national government in a State; (c) political and/or economic integration organizations shall be [...]; (d) national non-governmental organizations shall be [...]; (e) international non-governmental organizations shall be [...]; (f) affiliate members shall be [...]; (g) local and regional government authorities shall be governmental entities within a State at sub-national level; (h) national organizations bringing together local and regional government authorities (and their organizations) shall be institutions and associations incorporated within a State; (i) international organizations bringing together local and regional government authorities (and their organizations) shall be institutions and associations organized in two or more States.</p>	

Current Provisions in the Statutes	Proposed Amendments to Current Provisions in the Statutes	Commentaries
<p><u>Admission</u> 7. Government agencies, national and international non-governmental organizations and affiliates shall become members of IUCN when the Council [...]:</p>	<p><u>Admission</u> 7. Government agencies, local and regional government authorities and their national and international organizations, national and international non-governmental organizations and affiliates shall become members of IUCN when the Council [...]:</p>	
<p><u>Rights and Obligations of Members</u> 12. [...] (b) Members in Categories A and B shall also have the right: (i) to propose to the Council candidates for [...]; (ii) to nominate candidates [...] (v) to vote in sessions of the World Congress or by mail ballot.</p>	<p><u>Rights and Obligations of Members</u> 12. [...] (b) Members in Categories A, B and D shall also have the right: (i) to propose to the Council candidates for [...]; (ii) to nominate candidates [...] (v) to vote in sessions of the World Congress or by mail ballot.</p>	
<p><u>Suspension, Rescission, Expulsion and Withdrawal</u> 13. [...] (c) Should any member act persistently in a manner seriously inconsistent with the objectives of IUCN, the suspension or expulsion of that member may be proposed to the Council: [...] (ii) in the case of any member in Category A or any member of Category B, by at least ten members in the same Category; [...] (f) If the member concerned requests a vote: [...] (ii) the vote shall take place at the next session of the World Congress and the decision taken, in the case of a member in Category A or Category B, by a two-thirds majority of the votes cast in the relevant Category and in the case of [...] (iv) [...], only members in the same Category may vote on a proposal for suspension or expulsion of a member in Category A or Category B;</p>	<p><u>Suspension, Rescission, Expulsion and Withdrawal</u> 13. [...] (c) Should any member act persistently in a manner seriously inconsistent with the objectives of IUCN, the suspension or expulsion of that member may be proposed to the Council: [...] (ii) in the case of any member in Category A or any member of Category B or any member of Category D, by at least ten members in the same Category; [...] (f) If the member concerned requests a vote: [...] (ii) the vote shall take place at the next session of the World Congress and the decision taken, in the case of a member in Category A or Category B or Category D, by a two-thirds majority of the votes cast in the relevant Category and in the case of [...] (iv) [...], only members in the same Category may vote on a proposal for suspension or expulsion of a member in Category A or Category B or Category D.</p>	

Current Provisions in the Statutes	Proposed Amendments to Current Provisions in the Statutes	Commentaries
Part V – The World Conservation Congress		
<u>Composition</u> 19. The World Congress shall consist of the duly accredited delegates of the members of IUCN meeting in session. The delegates of the members in Categories A and B shall constitute, respectively, the governmental and non-governmental Categories of the World Congress.	<u>Composition</u> 19. The World Congress shall consist of the duly accredited delegates of the members of IUCN meeting in session. The delegates of the members in Categories A, B and D shall constitute, respectively, the governmental, non-governmental and local Categories of the World Congress.	
<u>Voting</u> 30. Only members in Categories A and B shall have the right to vote. [...] 34. and 35. Voting rights of governmental and non-governmental members.	<u>Voting</u> 30. Only members in Categories A, B and D shall have the right to vote. [...] 34. and 35. Voting rights of governmental and non-governmental members. 36.¹ Local members shall have voting rights as follow: (a) Local members, local and regional government authorities and their national organizations, within a State shall collectively have one vote. <i>(i) their vote is exercised, at World Congress, by a delegate appointed by all members of Category D within a State. The appointed delegate is pointed out to the Secretariat before World Congress starts;</i> <i>(ii) if the delegate is not pointed out to the Secretariat, the delegate is randomly sorted within the members of Category D within a State registered at the World Congress;</i> (b) international organizations of local and regional government authorities shall each have one vote.	

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¹ This amendment, with the new article 36, will bring the number of articles of the new Statutes to 114 instead of 113.

Current Provisions in the Statutes	Proposed Amendments to Current Provisions in the Statutes	Commentaries
<p><u>Review of Decisions</u> 36. All decision of the World Congress taken in circumstances where: (a) fewer than a half of the total votes in either Category A or B were represented at that session of the World Congress, [...]</p>	<p><u>Review of Decisions</u> 37. All decision of the World Congress taken in circumstances where: (a) fewer than a half of the total votes in either Category A, B or D were represented at that session of the World Congress, [...]</p>	
Part XVIII – Amendment of the Statutes		
<p>105. Amendments to these Statutes may be proposed to the World Congress:</p> <p>(a) by the Council, which may incorporate in the proposals suggestions received from members of IUCN under Article 104; or</p> <p>(b) by any five members in Category A or fifty members in Category B, provided that [...]</p> <p>107. Unless otherwise [...] shall become effective at the close of the session of the World Congress at which they are adopted by a two-thirds majority of the votes cast in each of the Categories A and B.</p>	<p>106. Amendments to these Statutes may be proposed to the World Congress:</p> <p>(a) by the Council, which may incorporate in the proposals suggestions received from members of IUCN under Article 105; or</p> <p>(b) by any five members in Category A or fifty members in Category B or in Category D, provided that [...]</p> <p>108. Unless otherwise [...] shall become effective at the close of the session of the World Congress at which they are adopted by a two-thirds majority of the votes cast in each of the Categories A, B and D.</p>	
Part XIX – Dissolution		
<p>109. The World Congress may only resolve on the dissolution of IUCN on the basis of a written motion to be sent to all members [...]. Adoption of such a motion shall require a majority of three-quarters of the votes cast by members in each of the Categories A and B.</p>	<p>110. The World Congress may only resolve o the dissolution of IUCN on the basis of a written motion to be sent to all members [...]. Adoption of such a motion shall require a majority of three-quarters of the votes cast by members in each of the Categories A, B et D.</p>	

Current provisions in the Rules of Procedure of the World Conservation Congress	Proposed Amendments to Current Provisions in the Rules of Procedure of the World Conservation Congress	Commentaries
Part VIII – Methods of voting		
<p><u>Voting Cards and Electronic Voting Cards</u> [...] 64. The voting cards given to delegates of Category A members shall be white; those to Category B shall be green. In the case of electronic voting, the electronic voting card shall be programmed so to as ensure that the votes of Category A members and the votes of Category B members shall be recorded separately.</p> <p>65. White or green voting cards will each equal one vote [...]</p>	<p><u>Voting Cards and Electronic Voting Cards</u> [...] 64. The voting cards given to delegates of Category A members shall be white; those to Category B shall be green and those to Category D shall be blue. In the case of electronic voting, the electronic voting card shall be programmed so to as ensure that the votes of Category A members, the votes of Category B members and the votes of Category D members shall be recorded separately.</p> <p>65. White, green or blue voting cards will each equal one vote [...]</p>	
Part IX – Elections		
<p><u>Nominations and Method of Voting in Elections</u></p> <p>75. Nominations by a member of Category A or B made before the World Congress shall be communicated by the Council to the members.</p> <p>81. Where there is more than one candidate [...]</p> <p>(f) the number of votes cast for each candidate shall be totalled and the candidates ranked in order of the votes cast, this being done separately for Category A and Category B votes. The rankings so obtained for Category A shall then be added to those of Category B to produce a combined ranking;</p>	<p><u>Nominations and Method of Voting in Elections</u></p> <p>75. Nominations by a member of Category A, B or D made before the World Congress shall be communicated by the Council to the members.</p> <p>81. Where there is more than one candidate [...]</p> <p>(f) the number of votes cast for each candidate shall be totalled and the candidates ranked in order of the votes cast, this being done separately for Category A, Category B and Category D votes. The rankings so obtained for Category A shall then be added to those of Category B and to those of Category D to produce a combined ranking;</p>	

Current provisions in the Rules of Procedure of the World Conservation Congress	Proposed Amendments to Current Provisions in the Rules of Procedure of the World Conservation Congress	Commentaries
Part IX – Elections		
<p>81. (g) in the event that the combined ranking is the same for two or more candidates the rankings shall be recalculated as follows: the Category A votes for each candidate required to fill the posts involved shall be multiplied by a constant factor being the number of Category B votes cast divided by the number of Category A votes cast for all candidates in that balloting; these adjusted Category A vote totals shall then be added to the Category B vote totals and the candidates ranked in order of the combined vote so obtained;</p>	<p>81. (g) in the event that the combined ranking is the same for two or more candidates the rankings shall be recalculated as follows: the Category A votes for each candidate required to fill the posts involved shall be multiplied by a constant factor being the sum of the number of Category B votes cast and the number of Category D votes cast divided by the number of Category A votes cast for all candidates in that balloting; these adjusted Category A vote totals shall then be added to the Category B vote totals and the Category D vote totals and the candidates ranked in order of the combined vote so obtained;</p>	

Current Provision in the Regulations	Proposed Amendments to Current Provisions in the Regulations	Commentaries
Part III – Members		
<p><u>Admission</u> Articles 3. to 6. Describe the admission conditions for Categories A and B</p>	<p><u>Admission</u>²</p> <p><u>7. Local and regional government authorities</u> A local or regional government authority seeking membership of IUCN shall submit an application for admission to the Director General, supported by: (a) a statement by the head of the local or regional government authority, setting forth its competence to adhere to the Statutes, (b) a statement setting for the extent of responsibilities and competences the entity has within its state legislation, related to the themes handled in these Statutes.</p> <p><u>8. National organizations bringing together local and regional government authorities (and their organizations)</u> Any national organization bringing together local and/or regional government authorities and/or their organizations, seeking membership in IUCN, in addition to the requirements of the Statutes shall: (a) be a not-for-profit entity which conforms with the law of the State where its seat is located; (b) have been in existence for at least three years; (c) have an autonomous and independent board, recognizing that governmental financial support to the organization shall not on its own indicate a lack of independence; and (d) have a legal structure which requires periodic election or appointment of its officers.</p> <p><u>9. International organizations bringing together local and regional government authorities (and/or</u></p>	

² New articles 7, 8 and 9 in the Regulations: in case of adoption the new Regulations will have 101 articles, instead of 98.

	<p><u>their organizations)</u> Any international organizations bringing together local and regional government authorities (and/or their organizations), seeking membership in IUCN, in addition to the requirements of the Statutes: (a) be a not-for-profit entity which conforms with the law of the State where its seat is located; (b) have been in existence for at least three years; (c) have as members duly constituted organizations or sub-national entities, or a combination of organizations and entities, with defined rules governing this admission of such members, and shall include members for at least two States; (d) have a substantial record of activities in two or more States; (e) have a governing body open to nationals from two Sates; and (f) have a legal structure which requires periodic election or appointment of its officers.</p>	
<p><u>Applications for Membership</u> 7. Government agencies, national and international non-governmental organizations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. [...]</p>	<p><u>Applications for Membership</u> 7. Government agencies, national and international non-governmental organizations, local and regional government authorities and their national and international organizations and affiliates shall submit an application to the Director General. [...]</p>	
<p><u>Membership dues</u> 23. Dues for other members shall be established by the World Congress on the proposal of the Council.</p>		<p>The dues could be linked to the annual budget of the entity seeking admission (for local and regional government authorities and their national and international organizations).</p>
<p><u>Elections: [...]</u> Articles 30., 31., 32., 34., 37. [...] the members in Categories A and B [...]</p>	<p><u>Elections: [...]</u> Articles 30., 31., 32., 34., 37. [...] the members in Categories A, B and D [...]</p>	
<p><u>Elections: Regional Councillors [...]</u> 40bis [...]; with government votes and non-government votes reported separately [...]</p>	<p><u>Elections: Regional Councillors [...]</u> 40bis [...]; with government votes, non-government votes and local votes reported separately [...]</p>	

**IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain**

**Report of Activities undertaken by Council to
Review the Work of the Commissions**

Action Requested: The World Conservation Congress is requested to NOTE the Report on the activities undertaken by Council to review the work of the Commissions.

This report outlines the activities undertaken by Council to review the work of the Commissions during the intersessional period. The IUCN Statutes require a certain degree of oversight by Council of the work of Commissions.

The Buenos Aires Members Assembly endorsed the 1994 Strategy of IUCN, contained in the following decisions related to reviews of the Commissions:

“Reviews of the Commissions will be undertaken periodically, and should identify the minimum resources needed for efficient operation” (17); and

“The Council will consider how the reviews of the Commissions, mandated by the World Congress Resolutions can be undertaken in the most cost-effective way. Performance indicators will be developed, with emphasis on the effectiveness of the Commissions in advancing the Mission of IUCN.” (28)

It is within the context of the 1994 Strategy and the IUCN Statutes that the Council has undertaken its work to review the work of the Commissions.

Statutes Related to Reviews of Commissions

The following Statutes and Regulations are pertinent the review of the work of the Commissions:

Statute 46 (e)

“The functions of the Council shall be *inter alia*:... (e) to review the work of the Commissions”

Statute 74

“The World Congress shall establish the Commissions and determine their mandates, which shall be within the IUCN Programme. The Council may propose to the World Congress the creation, abolition or subdivision of a Commission, or amendment of a Commission’s mandate. The Council may establish a provisional Commission, pending decision by the next ordinary or extraordinary session of the World Congress, provided that its mandate does not encroach on that of an existing Commission.”

Statute 77

“The Chair of each Commission shall present a report at each ordinary or extraordinary session of the World Congress and each year to the Council.”

Regulation 70

“Prior to each ordinary session of the World Congress, the Council shall review the terms of reference and the activities of each Commission. Any proposals by an IUCN member concerning the mission and terms of reference for any Commission shall be communicated to the members of IUCN at least one hundred and twenty days prior to the ordinary session of the World Congress concerned.”

Regulation 78 (c)

“The President and each Commission Chair, in the presence of the Director General, shall undertake an annual appraisal of the performance of each Commission and its Chair in relation to the annual work plan and the mandate of that Commission.”

Mechanisms Employed to Review the Work of the Commissions

As the work of the Commissions has become increasingly integrated under the *One Programme* concept, Council's role in reviewing their work has been combined with reviewing the work of the Programme, mainly through the Council's Programme and Policy Committee, as well as in the regular sessions of Council. The following describes Council activities during the intersessional period:

- Council heard presentations annually from Commission Chairs. The Commissions' work on climate change was discussed in a session led by the Commission Chairs at the 67th Meeting of Council. The 68th meeting of Council had a special session 'Focus on Commissions' which was organized in an interactive manner on the key change challenges facing IUCN and the Commissions as the entire IUCN family positions itself to implement the One Programme agenda. Summaries of these sessions are available in the reports of the meetings of Council.
- Revised mandates and end of intersessional period reports of the Commissions were received by the Secretariat for inclusion in Congress documentation and were available for review by Council. The reports and mandates are contained in the Congress documentation.
- Starting from evidence gathered for the External Review of Commissions 2004, a study was commissioned by Council in November 2007, to undertake a forward looking review of the Commissions, with an eye to renewal. This process was seen by Council not as a full review, but instead as a discussion paper, whose recommendations will be taken on board by the Director General's change management process.
- The work of Commissions was reported annually in the Progress and Assessment Reports. These reports are available at http://cms.iucn.org/about/work/global_programme/index.cfm
- The Commissions participated extensively in the preparation of the 2009-12 Programme and each developed a component programme outlining its proposed results for 2009-12. In most cases, the plans were developed jointly with the Secretariat. Commissions and their Secretariat counterparts are in the process of developing monitoring plans, including indicators to measure progress in implementing their 2009-12 component programmes.

The Council One Programme Working Group, established by Council in 2007, addressed, inter alia, the role of Commissions, specifically in the planning and delivery of the One Programme. This discussion will continue with the new Council. The March 2008 report of this Working Group noted that IUCN's Value Proposition will only be realized if IUCN can find ways for its three pillars (members, Commissions, Secretariat) to work in a more coordinated and mutually supportive fashion.

The Working Group also stated that the time is right to commence a process of re-invigorating IUCN, with the objective to re-establish members and Commissions at the centre of the work of the Union. The change process to achieve this will take time and require changes in individual attitudes and institutional culture if it is to be done well and if it is to stick within the organization.

Conclusion

In keeping with the spirit of the response to the various reviews and studies that have been undertaken during the past intersessional period, it is hoped that the new Council, to be elected at the Barcelona Members' Assembly, will continue to work closely with the Commissions to ensure that they play the important role entrusted to them in Article 73 of the Statutes to develop and advance “the institutional knowledge and experience and objectives of IUCN.”

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

**Report of the Director General on the Work of the Union since the
IUCN World Conservation Congress, Bangkok, 2004**

Action Requested: The World Conservation Congress is requested to NOTE and DISCUSS the Report of the Director General.

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 - 5.2. The Future of Sustainability and IUCN

I. INTRODUCTION AND EXECUTIVE SUMMARY

1. A Unique Union

It is an honour to prepare the Director General's report to the IUCN Congress on the occasion of the 60th anniversary year of our Union. This Congress provides an opportunity to acknowledge IUCN's accomplishments over the last six decades, take stock of our place in the rapidly changing world, and to herald some new ways of working that will help the Union serve its community and the world at large by becoming an institution of tomorrow.

Sustaining a union of government and non-government members from all regions, six Commissions of volunteer scientists and experts, a highly dedicated worldwide Secretariat, and a Council elected by our members, makes IUCN a unique organization – and one that might be impossible to recreate from scratch under current circumstances. I am deeply impressed by the vision and skills of the Union's founders and former Directors General, and remind myself constantly that today's achievements are based upon the labours of so many dedicated individuals who have gone before.

Box 1: Presidents, Secretaries General and Directors General of IUCN

Presidents

1948–1954	Charles Bernard (Switzerland)
1954–1958	Roger Heim (France)
1958–1963	Jean Baer (Switzerland)
1963–1966	François Bourlière (France)
1966–1972	Harold Coolidge (USA)
1972–1978	Donald Kuenen (Netherlands)
1978–1984	Mohamed Kassas (Egypt)
1984–1990	Monkumbu Swaminathan (India)
1990–1994	Shridath Ramphal (Guyana)
1994–1996	Jay Hair (USA)
1996–2004	Yolanda Kakabadse (Ecuador)
2004–	Valli Moosa (South Africa)

Secretaries General

1948–1955	Jean-Paul Harroy (Belgium)
1955–1958	Tracy Philipps (UK)
1958–1960	M C Bloemers (Netherlands)
1961–1962	Gerald Watterson (UK)
1962–1966	Hugh Elliot (UK)
1966–1970	Joe Berwick (UK)

Directors General

1970–1976	Gerardo Budowski (Venezuela)
1976–1977	Duncan Poore (UK) (Acting)
1977–1980	David Munro (Canada)
1980–1982	Lee Talbot (USA)
1982	Pierre Goeldlin (Switzerland) (Acting)
1982–1988	Kenton Miller (USA)
1988–1994	Martin Holdgate (UK)
1994–1998	David McDowell (New Zealand)
1999–2000	Maritta von Bieberstein Koch-Weser (Germany)
2000–2001	Simon Stuart (UK) (Acting)
	William Jackson (Australia) (Acting)
2001–2006	Achim Steiner (Germany)
2006	Ibrahim Thiaw (Mauritania) (Acting)
2007–	Julia Marton-Lefèvre (Hungary)

In carrying out my duties as Director General, I am constantly mindful of our elegant Vision and Mission statements.

Box 2: IUCN Vision and Mission

Our Vision

A just world that values and conserves nature.

Our Mission

To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure any use of natural resources is equitable and ecologically sustainable.

Below I highlight just ten of IUCN's achievements that we should be proud of and that are made possible by virtue of our unique membership structure, scientific expertise and independence in the world:

1. Our scientific standards such as the IUCN Red List criteria for threatened species and our IUCN Categories System for Protected Area Management.
2. Our global policy initiatives which have influenced the drafting of legal instruments and treaties and which continue to inform these processes, including CITES, World Heritage, RAMSAR, CMS, CBD and many regional agreements, and our increasing influence on others such as the UNFCCC, as well as the UN's Millennium Development Goals (MDGs).
3. Our positioning and influence in the intergovernmental system including the United Nations, the G8, the European Union and the OECD, as well as many regional and national forums.
4. Our participation and influence in other global networks and processes, such as the China Council for International Cooperation in Environment and Development, the World Economic Forum, the Clinton Global Initiative, the Poverty and Environment Partnership, and other such influential organizations at the global, regional and national levels.
5. The IUCN Programme, with a clearly articulated strategic framework and results-based management for biodiversity conservation and sustainable development, carried out at the global, regional and national levels, and which strives to integrate activities with the Commissions and our members through our 'One Programme' framework.
6. Our large scale initiatives, involving collaboration across the Secretariat, Commissions and members, resulting in more effective conservation, such as Livelihoods and Landscapes, Mangroves for the Future, Water and Nature Initiative, Conservation for Poverty Reduction and Countdown 2010.
7. Our management of IUCN's complex convening mandates, involving multiple stakeholders from grassroots to high level decision makers across all continents.
8. Our contributions to scientific, economic, gender policy instruments and tools; our learning and leadership initiatives; and impressive list of scientific publications.
9. Our pioneering role in influencing new eras of thinking about sustainable development through the ideas articulated in the *World Conservation Strategy* (1980), *Caring for the Earth* (1991) and more recently through our Council-initiated initiative.
10. Our co-hosting with a state partner of a World Conservation Congress, including an open Forum and Members' Business Assembly every four years.

2. Responding to a Changing World

While we have a great deal to be proud of, IUCN can not rest with its past achievements and current ways of working. We need to be open to the changing conditions around us and constantly review the ways we serve our community and society at large.

Recent reports and announcements on the state of the environment are too numerous to mention here, but the following list indicates some significant events that highlight the connections between people and nature and that have influenced IUCN's work over the last four years.¹ They hint at the changing context of our own work in the 21st Century.

2005

- Degraded coastlines, reefs and mangroves contributed to the massive destruction and death resulting from the Indian Ocean tsunami (2004), killing nearly 300,000 people.²
- The Millennium Ecosystem Assessment reported that some 60% (15 out of 24) of ecosystem services evaluated are being degraded or used unsustainably.³
- Torrential rains from Hurricane Stan caused severe flash floods and mud slides in Central American countries, killing more than a thousand people in Guatemala.⁴
- The earthquake in northwest Pakistan of 7.6 magnitude in October killing more than 73,000 people and with damages of well over US\$ 5 billion.⁵
- A UN report predicts that by 2010 as many as 50 million people will be environmental refugees, escaping from the effects of worsening environmental damage.⁶

2006

- IUCN adds polar bears and hippos to the Red List of Threatened Species for the first time, reflecting widespread population declines.⁷
- In the heaviest fighting in Lebanon since 1982, Israeli air strikes on a power plant release oil into the Mediterranean Sea affecting 200 kilometres of coastline.⁸
- Al Gore's film 'An Inconvenient Truth' is released and starts raising awareness about the causes and dangers of climate change.
- The Stern Review on the Economics of Climate Change provided a detailed warning that if unabated, climate change could cause damages worth 5–20% of GDP.⁹

2007

- The Intergovernmental Panel on Climate Change (IPCC) (2007) indicates that evidence for global warming is now unequivocal and that warming is almost certainly man-made.¹⁰
- Reports indicate that in 2007, for the first time in human history, the Earth's population will be more urban than rural.¹¹
- Mobile phone subscriptions grew from 2.4 billion in 2005 to 3.3 billion in 2007, transforming information exchange, social networking and business models.¹²
- IUCN adds 188 species to its Red List of Threatened Species, which includes one in four mammals, one in eight birds, a third of amphibians, 70% of assessed plants.¹³
- UNEP's GEO-4 confirms unprecedented environmental change at global and regional levels, affecting the security, health, social relations and material needs of society.¹⁴
- Growing awareness of the role of people-power and local authorities in generating sustainable solutions.¹⁵

1 This list is inspired and informed by the annual Worldwatch Institute State of the World Reports. See

www.worldwatch.org/features/timeline.

2 See http://www.iucn.org/en/news/archive/2005/12/mangrove_iucn_tsunami_pr.pdf.

3 Millennium Ecosystem Assessment (2005): Ecosystems and Human Wellbeing: Synthesis. Island Press, Washington, DC.

4 See http://en.wikipedia.org/wiki/Hurricane_Stan.

5 See http://en.wikipedia.org/wiki/2005_Kashmir_earthquake.

6 United Nations University, Institute for Environment and Human Security. Press Release 11th October 2005.

7 IUCN Press Release 2nd May 2006.

8 Agence France Press, 19th August 2006.

9 Stern Review (2006): The Economics of Climate Change. Executive Summary. Her Majesty's Treasury, UK.

10 IPCC (2007): Summary for Policy Makers. Working Group III Contribution to the Intergovernmental Panel on Climate Change Fourth Assessment Report. WMO and UNEP.

11 See <http://www.prb.org/Articles/2007/623Urbanization.aspx?p=1>.

12 See http://en.wikipedia.org/wiki/Mobile_phone.

13 IUCN Press Release 12th September 2007.

14 UNEP (2007): Global Environment Outlook. GEO4. Environment for Development. Summary for Decision Makers. United Nations Environment Programme, Nairobi, Kenya.

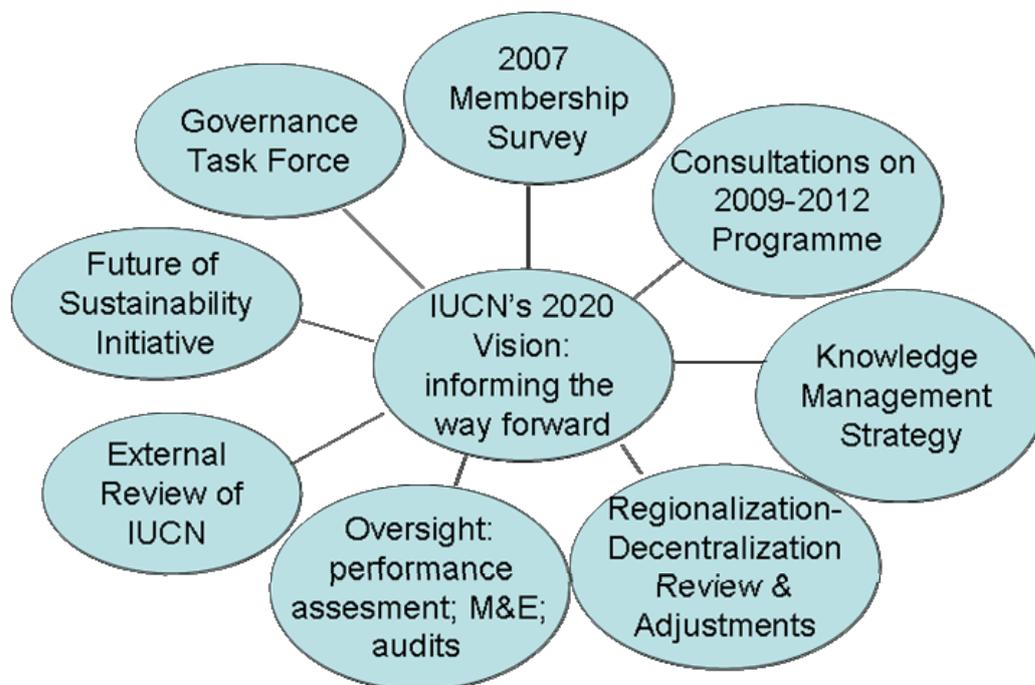
3. Informing the Way Forward

The IUCN Council provided a clear set of priorities for the work of the Union during the intersessional period 2005–2008, understanding that these processes must be ongoing and set in the context of the changing world and IUCN's own changing realities. The Council's priorities for IUCN included:

- **Membership:** review the membership function and implement and monitor our membership strategy.
- **Programme and Policy:** implement and monitor progress in achieving the 'One Programme'.¹⁶
- **Governance:** implement and monitor a series of reforms.
- **Operations:** recruit and retain excellence in staff, and strengthen regionalization.
- **Finance:** identify core support and diversify the funding base of IUCN.
- **Long-term Strategy and Leadership:** decide on future course and set priorities.

To respond to these priorities, the Council and Secretariat commissioned several reviews, surveys and think-pieces, and undertook extensive consultations, which are intended to help shape the next intersessional programme as well as IUCN's medium- and longer-term strategies. These include the following:

Figure 1: Informing the Way Forward



- **The 2007 Membership Survey:** indicates that IUCN members are pressing to be more involved in the work of the Union, and that they want IUCN to play a strategic leadership role in conservation and sustainable development policy, on behalf of members.
- **Consultations on the 2009–2012 Programme:** confirms the role of the new IUCN Programme in conserving and sustainably managing biodiversity as well as mainstreaming the relevance of biodiversity values into strategic parts of the development agenda, and in fostering greater collaboration between members, Commissions and Secretariat in programme delivery.

¹⁵ Hawken, P. (2007): Blessed Unrest. How the Largest Movement in the World Came into Being and Why No One Saw It Coming. Viking Penguin, USA.

¹⁶ IUCN must undertake an integrated programme, based on an analysis of the needs and priorities at local, national and regional levels and implemented through the cooperative endeavours of the Secretariat, the Commissions and other voluntary networks, and the members themselves (1995 IUCN Strategy).

- **Knowledge Management Strategy:** emphasises the fundamental role of IUCN as a knowledge-generating organization; the need to improve knowledge sharing between the Secretariat, Commissions and members; enhance the culture in IUCN of being a learning organization; and upgrade our information and communications technology systems.
- **Oversight: performance assessment, monitoring and evaluation, and audits:** sets down a framework for measuring management, programme and organizational performance of the Secretariat as well as our accountability in terms of the governance of the Union as a whole.
- **Regionalization and Decentralization Review (2007):** proposes to add more value to IUCN by adjusting the boundaries and functions of IUCN operational regions, to cover extensive geographic scales, and enabling considerable programmatic flexibility within regions. This has culminated in the amalgamation of our operations in Africa, the clarification of the responsibilities of the Mediterranean Centre, the Regional Office for Europe, and the West and Central Asia Region (former WESCANNA).
- **2007 External Review,** commissioned by our donors: assesses IUCN's (1) value added to members in the South, (2) programme delivery in building the case for linking conservation to livelihoods, and (3) the extent to which IUCN links policy with practice, which has highlighted many strengths as well as the challenges involved in operationalizing our mission.
- **The Future of Sustainability Initiative:** explores the status of conservation and sustainable development today and is helping set the direction for the evolution of the environmental movement as a whole; is being undertaken with a number of key partners including UNEP.
- **Council's Governance Task Force:** reviews the aspects of IUCN's current governance structure and statutes/regulations which need adjustments to respond to the recommendations from task groups working on various aspects of IUCN reform.
- **IUCN's 2020 Vision Initiative:** sets down a medium-term strategy for IUCN, and is the principal vehicle which ties together the outputs from the various reviews and strategic pieces of work undertaken over the past four years, and reflects an integrated vision of the way forward for the next twelve years. This is a work in progress which will continue to be updated with inputs welcome from the IUCN network and partners.

When considered together, the results of these reviews and strategic processes have a clear message for IUCN – that with its unique mission, structure and niche the Union has a highly valuable role to play in society, and that the organization needs to revitalize itself as an accountable global knowledge-based membership network, with a coherent programme and influencing strategy in order to rise to the social and environmental challenges of the 21st Century. IUCN is moving in the right direction, and despite the normal challenges of such a complex organization, it is poised to take the necessary step change to deliver its vision and fulfil its mission in the years to come. As Director General, I am committed to help make this happen.

II. FROM BANGKOK TO BARCELONA: 2004 TO 2008

1. Who We Are: Mobilizing Synergies

IUCN is often described as one of the world's most complex organizations, working through three interrelated bodies: members, Commissions and the Secretariat, each with its own function but working toward the same overarching mission. Traditionally these have been called the 'pillars' of IUCN, but we need to move beyond a false image of separation between its three parts. During this intersessional period we have sought to find ways of mobilizing synergies across the Union.

Members

IUCN is first and foremost a membership organization, and one of its most important objectives is to mobilize its members to build alliances for conservation, to strengthen the institutional capacity of its members, and to promote cooperation between them.¹⁷

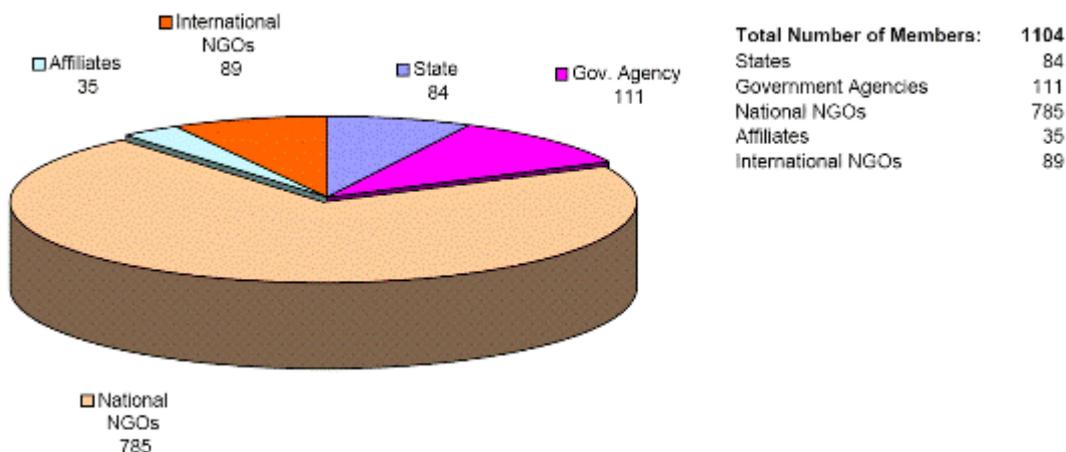
The importance of serving the membership is further elaborated in the Membership Strategy adopted in 2004:

"Bringing together its three pillars gives IUCN the ability to generate a value greater than the sum of its parts. This comparative advantage exists however only in so far as Members are able and willing to work together effectively through the alliances, partnerships and networks that are formed between the three pillars of the Union".

At the end of 2004 we had 1060 members and today our membership stands at 1104. The Bangkok Rescission List produced the loss of 139 members, which we always regret, but we are also attracting new organizations in a steady rhythm (around 60 per year).

Our members are increasingly organizing themselves through national and regional IUCN committees, providing an opportunity to strengthen IUCN influence at different geographic levels. Our staff located in various parts of the world is always connected to these committees, as are those Commission members whose professional lives give them an opportunity for such participation. I have visited numerous members since I became Director General in January 2007, and have found these meetings enlightening, informative and always inspiring.

Figure 2: IUCN Membership in 2008



Regional Members' Meetings

IUCN Regional Committees and Regional Offices hosted several Regional Membership Forums during this intersessional period. These provide opportunities for members from the regions to discuss matters of regional and global significance, consult on the new programme and to network.

¹⁷ IUCN Statutes, Article 3

Table 1: Regional Members' Meetings 2006–7

- Europe: Barcelona, Spain, October 2006
- South America: Quito, Ecuador, March 2007
- West/Central Asia and North Africa: Tehran, Iran, May 2007
- Southern Africa: Johannesburg, South Africa, May 2007
- West Africa: Ouagadougou, Burkina Faso, July 2007
- Oceania: Wellington, New Zealand, July 2007
- Meso-America: San José, Costa Rica, August 2007
- Eastern Africa: Nairobi, Kenya, August 2007
- Central Africa: Brazzaville, Congo, September 2007
- Mediterranean: Malaga, Spain, September 2007
- Asia: Kathmandu, Nepal, September 2007

First Meeting of Chairs of IUCN National and Regional Committees

The first-ever meeting of the Chairs of the IUCN National and Regional Committees took place in Den Haag in February 2006. This was an historic and highly strategic gathering, which discussed how different parts of the Union interact and how the membership committees might evolve in the future, helping to strengthen the concept of a Membership Union.

Over 60 representatives from 38 National Committees and three Regional Committees attended from around the world. The IUCN President committed IUCN to a strategic plan: to have a new framework of communication with the committees; to develop proposals that would strengthen the role and capacities of the National and Regional Committees; and where necessary, modify the IUCN governance structures in response to the opportunities outlined in the Den Haag meeting.

Progress has been made in each of these areas. The Secretariat developed a framework for communication and interaction, including the establishment of an on-line members' portal to encourage discussion among member committees; consultations with committees on programme development; an on-line discussion forum on the IUCN Future of Sustainability initiative; and the posting of regular e-newsletters.

The Secretariat also facilitated the formation of a President's Advisory Group of seven Chairs of the Member Committees, representing a broad geographical coverage, who have provided recommendations on how to enhance the role of the IUCN National Committees in all aspects of the Union's work. The Secretariat has also assigned staff members to act as focal points to each Committee.

Governance issues have been taken up by a Reform Process Task Force, which in collaboration with the One Programme Working Group, is reviewing adjustments in IUCN's organizational model to facilitate greater involvement of members and Commissions in policy formulation, advocacy and the delivery of the programme.

There is still a great deal to do in these areas and we will continue to work on strengthening our links with present and future members through the National and Regional Committees.

First IUCN Membership Survey

In 2007 the Secretariat carried out the first-ever Membership Survey to obtain feedback on members' perception of the Union's performance. The survey, with its overall response rate of 54%, has been extremely useful in identifying our strengths, weaknesses and opportunities, and showing the way towards continued improvement.

On the positive side, the survey indicated that members believe in the concept of a Union; find IUCN relevant; and respect IUCN's values. However IUCN still falls short of fulfilling the 'promise' of a member-based organization. Many members want greater involvement in the work of the Union than they currently experience, and although IUCN is succeeding in involving and satisfying them in some circumstances, we have not yet fulfilled the potential as envisaged in the 1995 IUCN Strategy and the 2004 Membership Strategy.

The majority of members would like to see IUCN take on more of a leadership role in conservation or in sustainable development. We received hundreds of comments to open-ended questions appealing to IUCN to refocus the efforts of the Secretariat, and to empower governance structures to better involve and enable the membership to achieve conservation and sustainable development at a higher level than members are able to do on their own. An improved leadership and operational structure, a more influential positioning and stronger regional governance is needed to realize the potential of a Union of members.

Acting on the results of the Survey and on the findings of the 2007 External Review, the Director General and Council are taking steps leading up to the Barcelona Congress to strengthen IUCN's Membership Strategy. In particular we aim to make improvements in the following areas suggested by members:

- Clarifying the role, purpose and objectives of IUCN as a member-based organization;
- Adapting the current structure and model of operation to enable, strengthen and scale up the work of members;
- Improving leadership and positioning of IUCN;
- Strengthening governance structures;
- Improving member relations and accountability of the Secretariat to members;
- Strengthening IUCN's knowledge management role to better connect members, Commissions and the broader constituency of the Union.

The full report of the Global Survey of IUCN Members is available on the web at [Membership Survey Results](#) and a full report of IUCN membership is attached as [Annex 1](#) to this document.

I would like to end this summary on membership with a special acknowledgement of Ms Ursula Hiltbrunner, Head of the Membership and Governance Unit, who passed away in 2007. Ursula joined IUCN in 1986, and will be remembered for her tremendous loyalty and commitment to IUCN, her amazing knowledge of the Union and remarkable organizational and management skills which played a key role in some of the largest and most important IUCN events of recent years. She is sadly missed by her colleagues and members from around the world. A tribute and impressive set of on-line condolences for Ursula can still be found at [Tribute to Ursula](#) and [Messages of condolence](#).

Commissions

The Statutes define the IUCN Commissions as *networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN*.¹⁸ I began my association with IUCN as a member of a Commission, and it is wonderful to see the continually growing numbers of enthusiastic and committed volunteers whose inputs are essential to our work.

The six IUCN Commissions (see Box 3) are important contributors to IUCN's knowledge networks, and are key to developing norms and standards in conservation. Their members are dedicated volunteers who give their expertise and time to achieve our mission. Commission Chairs are members of the IUCN Council and thus play a key role in following the recommendations of the World Conservation Congress and in setting the overall agenda for IUCN.

Commissions are supported by funds from IUCN, and by in-kind support from IUCN staff members who provide scientific and day-to-day services, including organizing scientific meetings, participating in research, registering new Commission members, writing newsletters.

¹⁸ IUCN Statutes, Article 73

Box 3: The IUCN Commissions



Commission on Education and Communication (CEC)

CEC champions the strategic use of communication and education to empower and educate stakeholders for the sustainable use of natural resources.



Commission on Ecosystem Management (CEM)

CEM provides expert guidance on integrated ecosystem approaches to the management of natural and modified ecosystems.



Commission on Environmental, Economic and Social Policy (CEESP)

CEESP provides expertise and policy advice on economic and social factors for the conservation and sustainable use of biological diversity.



Commission on Environmental Law (CEL)

CEL advances environmental law by developing new legal concepts and instruments, and by building the capacity of societies to employ environmental law for conservation and sustainable development.



World Commission on Protected Areas (WCPA)

WCPA promotes the establishment and effective management of a worldwide representative network of terrestrial and marine protected areas.



Species Survival Commission (SSC)

SSC advises the Union on the technical aspects of species conservation and mobilizes action for those species that are threatened with extinction.

During the last four years we have built on the achievements of the previous intersessional term which enthusiastically embraced a closer relationship between the Commissions and the Programme through the agreement of the 'One Programme', in which both the Secretariat and the Commissions operate together under a single programmatic framework.

Commission Chairs and the Secretariat have made progress through a series of productive meetings to discuss ways of operationalizing this concept at global and regional levels. Concrete solutions are being sought around a number of key issues, including finance and fundraising, decision making and governance, programme linkages, as well as communications. This is an area which will need continued attention, is high on our list of priorities, and we are on the way to achieving our joint objectives.

Table 2: Examples of Collaborative Work across the Union involving Commissions

- **Commission on Education and Communication:** CEC organized a meeting with the Secretariat on "New Learning for Sustainability in the Arab Region" in 2007 in partnership with the Bibliotheca Alexandrina in Egypt to explore formal and innovative learning tools. [Read more on the web](#)
- **Commission on Ecosystem Management:** CEM organized a workshop with the Secretariat on "The Ecosystem Approach and Customary Practice in Protected Areas in Small Islands" held in Bangkok in 2006. [Read more on the web](#)
- **Commission on Environmental, Economic and Social Policy:** CEESP organized a conference on Forces for Sustainability held in the International Peace Palace in The Hague in

2007 and explored the interrelated challenges of conflict, natural resource degradation and human development. [Read more on the web](#)

- **Commission on Environmental Law:** In 2007 CEL co-organized an Experts Informal Workshop on High Seas Governance in the 21st Century which brought together over 50 global experts on international marine policy, science, law and economics to address high seas governance. [Read more on the web](#)
- **World Commission on Protected Areas:** WCPA co-hosted the 2nd Latin American Congress of National Parks and other Protected Areas in Bariloche, Argentina in 2007. [Read more on the web](#)
- **Species Survival Commission:** The first-ever SSC Specialist Group Chairs' Meeting was held in the United Arab Emirates in 2008, attended by 90 SSC Specialist Group Chairs, IUCN staff members and Commission Chairs. [Read more on the web](#)

There are currently over 11,000 members across the six IUCN Commissions working with IUCN member organizations and the Secretariat to contribute to the IUCN Programme. Individual reports from the Commissions have been submitted to the Congress, and the Council has regularly reviewed the work of the Commissions, as required by the Statutes.

Box 4: Commission members 2008

Commissions	Number of members 2008
CEC	625
CEM	378
WCPA	1300
SSC	7528
CEESP	1061
CEL	533
Total	11,425

Secretariat

The global Secretariat of IUCN today consists of 1033 people working in 44 countries. With headquarters in Switzerland, IUCN has eight regional offices as well as 38 country offices.¹⁹

Figure 3: IUCN Secretariat Regions and Office Locations



¹⁹ Detailed statistical information is provided in Annex 1.

Table 3: IUCN Regional Offices

IUCN Regional Office	Location	Country Offices	Website
Asia Regional Office (ARO)	Thailand	10	Asia
Eastern and Southern Africa Regional Office (ESARO)	Kenya	8	Eastern & Southern Africa
Regional Office for pan-Europe (RofE)	Belgium	4	Pan-Europe
Oceania Regional Office (ORO)	Fiji	1	Oceania
South America Regional Office (SUR)	Ecuador	1	South America
West Asia/Middle East Regional Office (WAME))	Jordan	2	West Asia & Middle East
Bureau Régional pour l'Afrique Central et de l'Ouest (BRACO)	Burkina Faso	9	West & Central Africa
Oficina Regional para Mesoamérica (ORMA)	Costa Rica	3	Mesoamerica

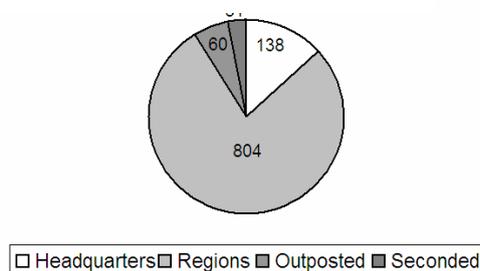
We also have several outposted offices each focused on a specific programmatic area. These include the Centre for Mediterranean Cooperation (in Malaga, Spain), the Environmental Law Centre (in Bonn, Germany), the USA Multilateral Office (in Washington, DC, USA), the UN Permanent Observer Office (in New York, USA), and components of the Species Programme in Cambridge (UK) and in Washington, DC. In 2008, the Canada outposted office (Montreal) was closed in order to refocus resources in light of IUCN's evolving strategic needs.

More information about the IUCN Regional Offices can be found [on the web](#).

Box 5: IUCN Staff Numbers per Region

		2004	2005	2006	2007
Headquarters	Switzerland	130	124	127	138
Outposted	Montreal	6	6	6	5
	Bonn	13	11	12	11
	Malaga	13	12	9	15
	Cambridge	8	8	13	11
	Washington DC	14	15	17	18
Regions	Asia	417	445	517	370
	Central/West Africa	121	123	128	149
	East/Southern Africa	139	139	144	129
	Oceania	0	0	0	4
	Central America	54	76	91	93
	Pan Europe	27	27	24	28
	South America	15	17	17	18
	West Asia/Middle East	0	7	8	13
Seconded	Ramsar	14	15	14	14
	TRAFFIC	14	14	13	17
		985	1039	1140	1033

Global distribution of IUCN Secretariat staff (2007)



IUCN Secretariat staff numbers have grown by approximately 5% since 2004, primarily in regional and country offices. Large changes within regions have generally been due to big projects scaling up or down.

2. What We Do: One Programme for Change

IUCN's Value Proposition

Members, Commissions and Secretariat jointly pursue IUCN's mission through the Programme. Strategic guidance comes from Congress discussions, resolutions and recommendations, and consultations and discussions for the adoption of a new Programme.

The IUCN Programme is framed by our value proposition:

- i. IUCN provides credible, trusted knowledge
- ii. IUCN convenes and builds partnerships for action

- iii. IUCN has a global-to-local and local-to-global reach
- iv. IUCN influences standards and practices

Addressing the Resolutions and Recommendations of the Bangkok Congress

The process of formulating, discussing and voting on resolutions is one of the main ways members influence the general policy and future directions of IUCN. The overall message of the last Congress in Bangkok was 'Improving knowledge for the management of ecosystems to benefit biodiversity and human well-being'. A review by the Secretariat of the Resolutions and Recommendations adopted in Bangkok concluded that they provide IUCN with a robust body of policy and sufficient mandate for us to pursue IUCN's mission.

The 80 Resolutions and 38 Recommendations adopted in Bangkok, along with the 2005–2008 Programme, have formed the framework for IUCN's work. While recognizing that all adopted resolutions and recommendations are important, IUCN's Council prioritized the following for more targeted effort:

- Providing support for IUCN's Observer Status in the United Nations;
- Adapting to climate change: a framework for conservation action;
- Climate change, biodiversity, and IUCN's Overall Programme;
- Governance of natural resources for conservation and sustainable development;
- Invasive alien species;
- Applying the Precautionary Principle in environmental decision making and management;
- IUCN Marine Component Programme.

As of early 2008, we are pleased to report that action on all of these prioritized issues has either been completed, as directed through the resolution, or integrated into ongoing action through IUCN's Programme. Details of this are provided in [Annex 2](#) to this Report.

Many Voices, One Earth: Delivering the 2005–2008 IUCN Programme

The 2005–2008 IUCN Programme, "Many Voices, One Earth", adopted at the last World Conservation Congress in Bangkok in 2004, focused on the underlying political, social and economic causes of biodiversity loss. Shaped by the three "pillars" of sustainable development – economic, social and environmental – it aimed to increase the level of attention decision makers paid to addressing the causes of unsustainability. "Many Voices, One Earth" was the result of an unprecedented consultation with members and partners including 66 specifically targeted meetings and sessions for input. This Programme also represented a paradigm shift for IUCN in addressing both direct and indirect drivers of biodiversity change.

The 2005–2008 IUCN Programme used a strategy based on knowledge, empowerment and governance. IUCN produces and disseminates cutting-edge knowledge and science on biodiversity and ecosystems; it builds capacity of people and institutions to plan and manage natural resources; it influences policies and shapes governance for sustainable development. This strategy was pursued across six "Key Result Areas" (KRAs) including:

- Understanding Biodiversity
- Social Equity
- Conservation Incentives and Finance
- International Agreements, Processes and Institutions for Conservation
- Ecosystems and Sustainable Livelihoods
- Programme Delivery

One important trend that we hope to continue in 2009–2012 is the emerging large scale leverage initiatives that the Union is now pursuing including Livelihoods and Landscapes, Mangroves for the Future, the Water and Nature Initiative, and the Conservation for Poverty Reduction initiative. This new 'meta-project' approach is enhancing collaboration across the Secretariat, Commissions and members, resulting in more effective conservation.

2005–2008 marked some milestones for IUCN as we opened a new regional programme in Oceania and re-structured our operations in other regions to continue to improve our programme delivery.

We also cannot, of course, forget the tragic Indian Ocean tsunami. IUCN stepped in quickly with humanitarian assistance, and, recognizing that we could provide the best support through our expertise in ecosystem restoration and management, developed with UNDP and UNEP the Mangroves for the Future initiative, a multi-country programme to restore mangroves, reefs and estuaries for economic and structural security. Our experience and expertise in ecosystem management was again brought to bear following the 2005 earthquake that shook parts of northern Pakistan and India. IUCN helped CARE with an assessment, followed by two further field missions of environmental risks and needs.

Rather than providing a long and comprehensive summary of all of our Programme activities over the last four years (which are found on our website and in our Programme annual reports), I present below a few highlights of our work to improve knowledge, empower stakeholders and influence governance processes across the globe.

From science to practice – better knowledge for decisions

Every year, IUCN releases its Red List of Threatened Species™ and 2007 saw the release of an expanded list assessing 16,306 species. Thanks to the tremendous work of the 7528 IUCN Species Survival Commission members and our Species Programme, this gargantuan effort remains the cornerstone of knowledge and information to plan conservation action. The Red List continues to generate substantial IUCN website traffic, and continually raises our media profile as the global standard of the Earth's species.

In addition, we have promoted new avenues of biodiversity research including rigorous economic valuation of ecosystem goods and services to clarify the role that ecosystems play in the livelihoods of the poor and the economies of nations. For example, in Botswana, we reviewed the Okavango delta, home to 80 fish species, 115 mammal species and 500 bird species, and discovered that this biodiversity generates a gross income of USD 200 million from tourism, or 5% of GDP and 40% of employment in northern Botswana.

Connecting people and nature

IUCN brings together a wide range of stakeholders from all walks of life to articulate their needs and share their viewpoints in order to find the best practical solutions for managing natural resources. In Central America, we launched the Alianzas Programme in three border regions to field-test the participatory ecosystem approach for the co-management of shared natural resources. The approach evolved into the proposed Biological Corridor Monterrico-Barra de Santiago between Guatemala and El Salvador.

An important threat to ecosystems is invasive species and IUCN helped four countries – Ethiopia, Ghana, Uganda and Zambia – establish national invasive species units, then integrated their policies and capacities to control invasions within and across their borders.

We also launched a 3-year water project to integrate the Ecosystem Approach into water management in several countries around the Mediterranean. After identifying key gaps hindering water conservation, centres of expertise were formed in Jordan, Tunisia, Egypt and Lebanon. Recognizing that ecosystem services can be a source of conflict as well as improved well-being, IUCN has facilitated multi-stakeholder discussions in Liberia and Ghana to improve forest management in those countries and in the Nile, the Komadugu Yobe River, and the Volta Basin to find agreed solutions for sustainable water management. IUCN also inaugurated an innovative economic approach to conservation, using 'Waqf' or 'Islamic Endowment' as a new financing model for environmental projects.

We have brought new audiences and partners into the cause of biodiversity conservation, in particular the private sector. IUCN is engaging with the oil and gas sector to mitigate its negative impacts on natural resources and to promote best practices of Corporate Social Responsibility. In the North Pacific, IUCN convened an independent scientific panel to advise the Sakhalin Energy Investment Company on oil exploration to avoid impacts on the fragile Western Gray Whale population. The company and its investors then set up a strategic long-term scientific advisory panel through IUCN to plan marine conservation and to save the Western Gray Whale population.

Influencing policy from local to global

An integral part of IUCN's Programme includes taking the lessons we learn in the field to global, regional and local policy processes so that knowledge leads to action and to achieving our mission. During the past few years, our work has focused on three aspects of policy: (i) setting agendas for conservation, (ii) enhancing the effectiveness of conservation work through improved governance of natural resources, and (iii) working to mainstream biodiversity into sustainable development policy. We are becoming more involved in the negotiations under the UN Framework Convention on Climate Change to integrate the Ecosystem Approach into new mitigation mechanisms such as REDD (Reducing Emissions from Deforestation and Forest Degradation). We are influencing policy on biodiversity at all levels, through the Countdown 2010 initiative spearheaded by our pan-European Regional Office, and through the G8 and G8+ 5 Ministers' meetings in which we have been active participants. We are also continuing to engage with traditional audiences in the multilateral environmental conventions and are expanding our reach to new stakeholders in the private sector.

The 2005–2008 intersessional period has been a busy time for following up on the outcomes of the 2003 Vth IUCN World Parks Congress and the subsequent adoption by the Convention on Biological Diversity of a Programme of Work on Protected Areas. IUCN, and especially the work of WCPA, has been the driving force behind implementation of this. In particular, our support for the CBD programme has led the way to the adoption of the decision calling for wider and closer engagement of the private sector in the implementation of the Convention. IUCN has also collaborated with UNEP on Tematea (www.tematea.org), the issues-based modules for coherent implementation of biodiversity-related conventions which clearly identify the various requirements for each convention in terms of inland waters, climate change, invasive species and sustainable use. More modules will soon follow.

In terms of improving natural resource management, IUCN has actively promoted better governance of forest resources through processes such as the Forest Law Enforcement and Governance (FLEG) initiative that is now being embraced by partners such as the World Bank. The success of FLEG will now be applied to marine resources in terms of a FishLEG. IUCN's scientific expertise, especially that of SSC and TRAFFIC, is also proving useful for decision makers at CITES who need technical support to establish international trade mechanisms for managing timber and fisheries. IUCN also continues its work in support of the World Heritage Convention to identify sites that need to be protected for their biodiversity and cultural values.

Finally, from a policy perspective, IUCN has moved quickly to address the need to mainstream the environment in global sustainable development policy. Leading up to the 2005 Millennium +5 Summit, IUCN continually advised the UN Secretary General's document to ensure that it reflected biodiversity needs. We have pursued the adoption of the 2010 biodiversity target within the framework of the Millennium Development Goals (MDGs) and more specifically, MDG7 on environmental sustainability. This has included, in partnership with UNEP-WCMC, inclusion of IUCN's work on the Red List of Threatened Species and the Red List Index as a means to measure the 2010 biodiversity target. Working as part of the Poverty and Environment Partnership, IUCN is supporting initiatives that will demonstrate the value of biodiversity and its role in poverty reduction.

In 2007, we also began to implement an international conservation policy strategy which directed global efforts on the issues of international environmental governance, climate change, poverty reduction, and markets and incentives. These efforts provided an important foundation for the 2009–2012 Programme which includes these themes.

Underlying Principles

Our 2005–2008 Programme has been shaped by important principles which unite us in what we do and how we deliver. Our policy advice is always based on sound science, gender mainstreaming, and the knowledge that we have accumulated throughout the entire IUCN system which then is transformed through learning into action.

Science

Improving human livelihoods, reducing poverty and strengthening human resilience have become key outcomes of ecosystem conservation, and to achieve them we have had to appeal to the best knowledge available on the economics, the governance and the socio-cultural aspects of the community-ecosystem interactions.

We have also achieved a better understanding of the nexus between the diversity of living beings and the diversity of cultures – which together make up the diversity of life on the planet. Nurturing human diversity through culture-based conservation, maintenance of traditional knowledge, revitalization of local practices of natural resource use and governance have become equally important objectives of IUCN as those of conserving species and ecosystems – because ultimately they are profoundly linked realities.

Approaching systemically the interactions nature-culture, researching the cultural values and practices of nature management, investigating the role of human rights in maintaining a healthy planet, and further understanding the factors influencing community resilience are now part of our knowledge generation agenda.

Gender Mainstreaming

Two strategies have been implemented to support the mainstreaming of gender within the Union: internal and external.

Internally, there has been an increase in resources for the promotion of gender mainstreaming in the Secretariat. Guidelines and indicators have been developed, technical support provided and a process put in place to review IUCN policies and position papers. The Council has created the Gender Task Force whose goal is to ensure that “Gender equality and equity are effective and efficiently mainstreamed within the Union according to IUCN Gender Policy”.

Externally IUCN is recognized as a leading institution linking gender equity and equality and environmental conservation. IUCN’s gender materials (available at www.genderandenvironment.org) are widely used by NGOs, bilateral and multilateral institutions. In 2002 IUCN supported the creation of the Network of Women Ministers and Leaders for the Environment, and continues to advise and promote its initiatives and advocacy in forums such as the last UNFCCC meeting in Bali (December 2007).

Learning and Leadership

The IUCN Learning and Leadership Unit was established in 2007 and works closely with the IUCN Commission on Education and Communication (CEC). The Unit’s work focuses on creating learning environments, strengthening learning and leadership skills, and developing and helping to execute effective, equitable and outcome-oriented convening processes.

Activities in 2007 and 2008 included developing a learning framework for IUCN’s multi-partner forestry work for the Allanblackia resource in Ghana; setting-up the Swiss-based Leaders for Nature business network; organizing workshops and multi-stakeholder dialogues including processes to develop IUCN’s collaboration with Shell, Holcim, HSBC, etc.; promoting facilitator capacity development through training and coaching; conducting training on and experimenting with new web-based media and social networking tools and supporting applications to promote informal learning; creating practical toolkits for the strategic use of communication, education and public awareness, such as for the Ramsar Convention.

More information on the IUCN Programme can be found [on the web](#). A full Progress and Assessment Report of the 2005–2008 Programme will be available at the end of September 2008.

Shaping a Sustainable Future: Preparing the 2009–2012 IUCN Programme

The proposed 2009–2012 IUCN Programme, “Shaping a sustainable future”, is a result-based, demand-driven plan of action that addresses global issues, incorporates national level priorities, and provides a structure for detailed work plans for the Commissions and the various regional and thematic programmes of IUCN.

The proposed new IUCN Programme has been developed through the most extensive consultation process ever and incorporates input from IUCN members, Commission members, donors and other partners. In addition to these consultations, the new Programme takes into account the resolutions and recommendations approved at World Conservation Congresses, lessons learned in recent years about conservation and sustainability, emerging issues and trends. It has been informed by longer-term perspectives from discussion on IUCN’s medium- and long-term strategies, including the Future of Sustainability. And of course it is ultimately guided by IUCN’s vision and mission.

Box 6: Presentation of the Draft IUCN Programme in the Regions, 2007

The Draft Programme 2009–2012 was presented during Regional Members' Meetings in 2007, to more than 1000 participants worldwide:

- | | |
|---------------------------|------------------|
| • Asia | 300 participants |
| • West Africa | 100 participants |
| • Central Africa | 30 participants |
| • Eastern Africa | 30 participants |
| • Southern Africa | e-consultation |
| • Europe | e-consultation |
| • West Asia & Middle East | 200 participants |
| • South America | e-consultation |
| • Meso-America | 120 participants |
| • Mediterranean | 110 participants |
| • Oceania | 40 participants |

The 2009–2012 IUCN Programme identifies one core programme area and a related set of four thematic programme areas. At its core is the conservation of biodiversity and sustainable use of natural resources. Building on this foundation we will address four thematic areas – in terms of the impact of these issues on biodiversity and in terms of the potential for biodiversity to provide solutions and tools to address the impact of these issues on human well-being. IUCN will use an adaptive management approach, which recognizes that ecosystems and socio-ecological systems are dynamic, and that management interventions lead to new lessons being learned; these lessons can be subsequently applied to further improving ecosystem management in a continuing cycle of improved adaptation to changing conditions.

The new Programme is considerably different from previous IUCN programmes in order to ensure:

- greatly sharpened focus;
- better communication of important conservation messages;
- easier illustration of the IUCN Programme's contribution to conservation and sustainable development;
- better integration of the work of the Secretariat and the Commissions on the delivery of shared results;
- vastly improved mechanism for engaging members in delivering programme results;
- better integration and understanding of the complex interface between the environmental, economic and socio-cultural components of sustainable development; and
- clearer demonstration of how the elements of IUCN's strategy of Knowledge, Empowerment and Governance are joined – and how these elements are used to influence effective biodiversity conservation at all levels.

For the first time, clear indicators and measures of success for each result at global and component programme level will be incorporated to support monitoring of progress. It also explicitly recognizes the importance of ensuring policy consistency in all results, including cultural sensitivity, rights-based approaches and gender equity in achieving successful conservation.

Box 7: The IUCN Programme 2009–2012 at a Glance

The IUCN Programme 2009-2012 identifies a set of 10 global results within one Core Programme Area and four Thematic Programme areas:

Core Programme Area: Conserving biodiversity

Ensuring sustainable and equitable management of biodiversity from local to global levels

- Global result 1.1: Biodiversity-related policies and governance systems enable action towards the achievement of biodiversity conservation.
- Global result 1.2: IUCN standards, tools and knowledge for sustainable natural resource management are available and actions are taken for biodiversity conservation including effective management of global and regional common natural resources.

Thematic Programme Area 2: Changing the climate forecast

Integrating biodiversity considerations and opportunities into climate change policy and practice

- Global result 2.1: Climate change mitigation and adaptation policies and practice include biodiversity concerns from local to global level.
- Global result 2.2: Natural resource management policies and strategies to adapt to the impacts of climate change are adopted and implemented.

Thematic Programme Area 3: Naturally energizing the future

Implementing ecologically sustainable, equitable and efficient energy systems

- Global result 3.1: Energy policies and strategies mitigate the impact of the growing energy demand on biodiversity.
- Global result 3.2: Ecosystem services that underpin sustainable and equitable energy are incorporated in energy policies and strategies.

Thematic Programme Area 4: Managing ecosystems for human well-being

Improving livelihoods, reducing poverty and vulnerability, and enhancing environmental and human security through sustainable ecosystem management

- Global result 4.1: Development policies and strategies support vulnerable and poor stakeholders, especially women, to sustainably manage ecosystems for improved livelihoods.
- Global result 4.2: Sustainable environmental management reduces vulnerability to natural hazards and conflicts.

Thematic Programme Area 5: Greening the world economy

Integrating ecosystem conservation values in economic policy, finance and markets

- Global result 5.1: Economic, trade and investment policies better integrate biodiversity values.
- Global result 5.2: Companies, industry associations and consumer groups incorporate ecosystem values into planning and action.

Details of the 2009–2012 Programme document can be found in Congress Document CGR/2008/10 and [on the web](#).

3. How We Work: Governing, Directing and Connecting

Governance

The IUCN Council has responsibility for the oversight and general control of all the affairs of IUCN between meetings of the World Conservation Congress. It is comprised of the President, Treasurer, the representative of the Host Country Switzerland, 24 Regional Councillors, three from each of IUCN's eight Statutory Regions, the Chairs of IUCN's six Commissions and three additional Councillors chosen for their special fields of expertise.

Council has met eight times over the intersessional period, once in Bangkok, six times at Headquarters and once exceptionally in Kruger National Park, South Africa. All Council meetings had a high level of attendance (average 90 percent) and a well-balanced North/South representation. The meeting in Kruger Park held in November 2007 at the invitation of President Valli Moosa, was particularly successful due to its setting close to the nature we all care about, and to the memorable meeting with President Nelson Mandela in Johannesburg.



The work of the Council is distributed through its three standing committees on Finance, Membership, and Programme and Policy with each Council member serving on one of the three Committees. Additional committees and working groups include the Congress Preparatory Committee, the Nominations Committee, the Governance Task Force, the Gender and Biodiversity Task Force, a Working Group dealing with the 'One Programme' and Membership Reform Process, and a group addressing the question of IUCN's visual identity. The Bureau of Council, comprising the President, Treasurer, a Commission Chair and four Regional Councillors, met twice each year by telephone conference between meetings of the Council to carry forward urgent business.

Work during the 2005–2008 period

During this term, the Council's statutory duties have included:

- Approval of the audited accounts and the Progress and Assessment Reports for 2004 to 2007;
- Reviewing and approving the annual work plans and budgets for 2005 to 2008;
- Admitting 211 new members from countries worldwide and according official recognition to the IUCN National Committees for Denmark, Chile, Jordan, Mozambique, Nicaragua, Paraguay and Turkey and to the Regional Committees for South America, Central Africa, and South and East Asia;
- Reviewing the reports of the Director General and the Commission Chairs and receiving the reports of the President;
- Learning the lessons from the Bangkok Congress, including the revision of the motions process;
- Prioritizing and tracking the implementation of the Bangkok resolutions and providing policy guidance;
- Monitoring the implementation of the IUCN Intersessional Programme;
- Choosing Barcelona as the venue for the 2008 Congress and providing input on the theme, aims, objectives and desired outcomes of the event. Council has instructed that the Congress in Barcelona should be as "green" as possible;
- Appointing a new Director General. 2006 was a particularly challenging year for the Council with the departure of Director General Achim Steiner, the appointment of a Director General ad interim, Ibrahim Thiaw, and the search for a new Director General resulting in my appointment and taking up my functions on 1 January 2007. This whole process was managed under the leadership of the President and the Council Search Committee for the Director General;
- Approval of a new Positioning Statement for the Union and a change of logo and brand name;
- Developing and approving a Code of Conduct for Members of Council and Model By-Laws for Commissions. Current work in progress includes: exploring further how to enhance the Union's relations with the private sector, reappraising IUCN's Statutory Regions, and a series of issues aimed at strengthening the governance of Commissions;

- Preparing the new Programme and Strategy for the next intersessional period 2008 to 2012.

Facilitating the Leadership Role of the Council

The Secretariat helps facilitate the leadership function of the Council through the way it organizes the Council meetings. At the President's request, one day in the Council's three-day agendas has been reserved for the discussion of substantive conservation issues relating to IUCN's Programme and the Union's vision for the future. One such discussion item led to the development and launch of "The Future of Sustainability: Re-thinking Environment and Development in the Twenty-first Century", the results of which will be presented at the Barcelona Congress. Time was also taken to look in depth at IUCN's strategies in Africa, Meso- and South America and Asia, and at marine and climate issues, focusing on the activities of members, Commissions and the Secretariat in the regions.

Councillors have played a very active role in between meetings of Council contributing substantial time to the intersessional work of Council Committees and to global, regional and national conservation forums including those events organized for and by IUCN members and partners. Councillors also provided support for the President's and Director General's visits to members in their regions.

Evaluating Council Performance

Following the adoption of the Council Handbook and Performance Tools which are now officially recognized and referenced in paragraph 48 bis of the IUCN Regulations, Council members have completed Self-Assessment Forms for every Council meeting and Activity Reports for the intervening periods. These reports have been analyzed by the Vice Presidents and are reported back to the Council at each meeting. Council has discussed the results and implemented the action in a continuing drive to improve the efficiency and the effectiveness of the Council.

Managing a Decentralized Secretariat

The Director General has final decision-making authority within the IUCN Secretariat, and is advised by senior staff on the management of a global decentralized secretariat. During this intersessional period Mr Achim Steiner was the Director General from 2005 to 2006, Mr Ibrahim Thiaw was Acting Director General in the later half of 2006, and I took up the office at the beginning of 2007. Since that time I have built on and refocused the work of two key advisory teams which provide important support to my complex management functions:

- **Global Management Team (GMT)**

The GMT represents the global mandate of IUCN, and advises the Director General on strategic directions of the Secretariat; promotes integration between different parts of the Secretariat; monitors follow-up to decisions made by Council and Congress, and the progress and outcomes of each of the Global Directorates and Regional Programmes; helps frame issues, sets directions and helps to ensure smooth day-to-day running of the Secretariat.

The GMT consists of the Director General (Chair), the Deputy Director General, the Director Global Operations, Senior Adviser on Regionalization, a representative of the global thematic programmes, a representative of the Regional Directors and Head, Human Resources. Other staff members are invited as required. The GMT normally meets once per month.

- **The Senior Management Advisory Team (SMAT)**

This group (formerly known as the Senior Management Team, SMT) is responsible for advising on management issues, including: the formulation and follow-up to the Director General's change processes (entitled *Strengthening IUCN in 2007*); policy issues; follow-up to Congress Resolutions; programmatic issues; management/operational strategies and related financial implications; and the focus, relevance, effectiveness, financial viability, standards, capacities and efficiency of the Secretariat.

The SMAT is chaired by the Director General and consists of the Global Management Team (GMT) (see above); all of the Regional Directors; and heads of the Mediterranean Cooperation Centre), the US Multilateral Office, Global Communications, Constituency Support Unit, Strategic Partnerships, and representatives of global thematic programmes. As for the GMT, the Director General invites other members of staff for specific sessions, as the agenda requires. The SMAT normally holds physical meetings twice per year and e-consultations occur more frequently.

Reporting Lines

Regional offices are linked to Headquarters by direct reporting lines to the Director General. Programmatic and thematic reporting and operational reporting lines are assured by the Deputy Director General and the Director, Global Operations, with a structure of local focal points for finance and human resources, IT and administration, and communications being developed as part of the strengthening IUCN process.

Managing and Tracking Diversity

IUCN brings together individuals and groups from across the globe, and from many different disciplines. We are an organization that values and respects diversity, and strives to achieve its objectives in the firm belief that individuals and groups of people may hold different and diverging views on conservation and development as well as on non-conservation issues, such as culture and faith.

We have developed a diversity index to be able to track the diversity of our staff population at the Headquarters level, specifically at the professional and management levels.

Figure 4: IUCN Diversity Index

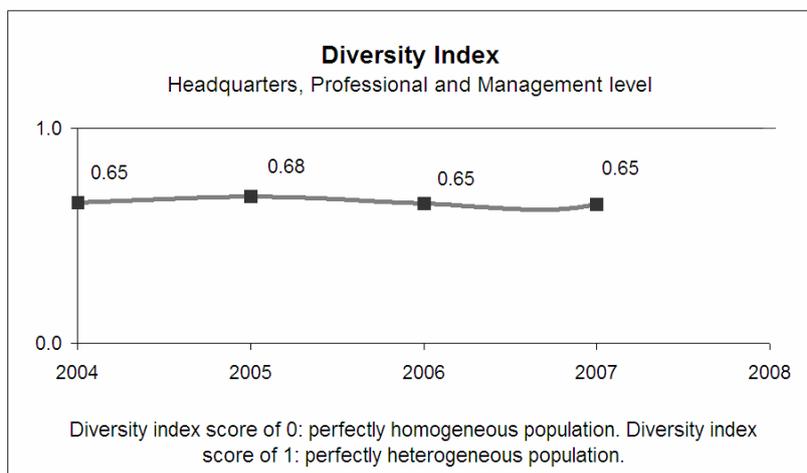
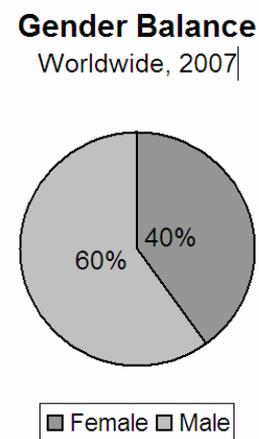


Figure 5: Gender Balance Worldwide 2007



The diversity index, measuring regional composition of staff from 2004 to 2007 in Headquarters has remained stable with an average of 0.65 point. This trend reflects a rather heterogeneous population, highlighting our commitment to a multicultural Secretariat. Our Global Human Resources Policy encourages that in Regional and Country Offices preference is given to nationals of those regions and countries. The vast majority of people managing our regional offices come from those regions.

Our Human Resources Management Group at Headquarters and in the regional offices is constantly tracking staff performance through key indicators.

As the head of the Secretariat I consider myself attached to all parts of the IUCN system around the world. While this poses some challenges to my lifestyle, meeting colleagues in all parts of the world has been one of the most enriching parts of my position. In all cases I have found IUCN people totally committed, hard working, energetic and with multi-faceted scientific, technical, managerial and cultural talents.

Managing Strategic Change

Two change management initiatives have informed the management dynamics during this intersessional period. The *Green Paper: Getting Ready for Change* (introduced by the previous Director General in 2004) launched three strategic management initiatives: Knowledge Management, Performance Assessment, and Regionalization and Decentralization Phase II, which are covered in this report.

I introduced a second overarching change initiative: *Strengthening IUCN: Decisions on Organizational Change* in June 2007 with further modifications in October 2007. These build on our continuing efforts to consolidate and strengthen IUCN management functions and processes worldwide.

The major changes resulting from this initiative include:

- Appointment of a Deputy Director General to provide internal organizational leadership through a stronger engagement with our members, more meaningful involvement of our Commissions and on-the-ground activities in our fields of expertise. This also allows the Director General to play more of an external role: presenting the Union to partners, raising funds, visiting various parts of the IUCN network. I appointed Dr William Jackson Deputy Director General in October 2007;
- Appointment of a Senior Adviser Regionalization to ensure that IUCN's Secretariat is truly a distributed one, in which each part contributes to the whole. Ms Aban Kabraji Marker was appointed as Senior Adviser in January 2008 and occupies this position on a part-time basis, in addition to her role as Director of IUCN's Asian Regional Office;
- Establishment of a Global Constituency Support Group: to provide the principal platform for links with the Union's vast network of members, Commissions and Council;
- Establishment of a Strategic Partnership Group to provide the platform for links with our partners and donors, for fundraising, and seeking new partnerships;
- Consolidation of African regional programmes to ensure a more effective delivery of our programmes in the African region. In 2007, IUCN began the consolidation of four regional programmes in Africa into two; Eastern and Southern Africa Regional Programme with the regional office located in Kenya and the Programme Régional pour l'Afrique Central et Occidental (regional office located in Burkina Faso);
- Re-configuration of the West Asia, Central Asia and North Africa regional programme to focus on West Asia and the Middle East, with the regional office in Jordan;
- Clarification of the responsibilities of the Mediterranean Centre, with its office in Spain, to include North African countries.
- Re-naming of the regional programme for Europe to become the pan-Europe programme, with responsibility to develop a Central Asian programme;
- The closing of the Canada office, necessary due to financial constraints, with full appreciation of the excellent work of our Canada staff and plans to increase our work with our Canadian members;
- The commissioning of a strategic review of our operations in the United States, taking into consideration the role of the newly opened UN Permanent Observer Office in New York, our evolving policy needs in Washington, and our increased work with US members;
- The commissioning of a study of strengthening our operations in the Caribbean region; and
- Plans for strengthening our presence in Brazil, China, India and Indonesia.

Organizational development and change will continue to have a high priority in my plans as Director General during the coming intersessional period, and I will be advised on this by a Change Leadership Team with the continued involvement of Council and of a change management adviser.

Building Partnerships for Action

Following the logic of IUCN's value proposition outlined in section 2, we are developing a coherent influencing strategy through selected networking initiatives, building consensus and partnerships for action, and our global and strategic outreach which are briefly described below. Our influencing strategy is rooted in and informed by the science and technical capacities provided by the 'One Programme' already described in section 2 of this report.

Networking

Besides being considered a membership organization, IUCN can also be described as the 'network of networks'. We participate in hundreds of global and regional conservation and environmental

initiatives, helping to widen the reach and impact of IUCN's work, raise the profile of the Union, broaden our own horizons, and build partnerships, strategies and tools for sustainable development. It is impossible to capture all these networking relationships and processes here. The list below represents some of the most important forums to IUCN during the past four years, some of which we have helped catalyse. The entire list is very long, and has many global, regional, national and local chapters.

Table 4: Five Important Global Networks for Environment and Development in which IUCN has participated in 2005–2008:

- 1) **The Clinton Global Initiative:** launched by President Bill Clinton in 2005, brings together a community of leaders to devise and implement innovative solutions to some of the world's most pressing challenges. Education, energy and climate change, global health, and poverty alleviation as the areas of focus for 2007. IUCN made two commitments under this Initiative: Mangroves for the Future (2005) and Building a Green Future (2007). See www.clintonglobalinitiative.org
- 2) **The Com+ Alliance:** a partnership of international organizations, media foundations and communications professionals from diverse sectors committed to using communications to advance a vision of sustainable development. Com+ actively supports creative and inspiring communications across the world. IUCN is one of the founding partners and hosts the network. See www.complusalliance.org
- 3) **ENVIRONET:** a network of the OECD Development Assistance Committee (DAC) which deals with environmental issues related to cooperation with developing countries. ENVIRONET meets twice yearly and membership includes Foreign Affairs/Development representatives from most of IUCN's current and prospective framework donors. IUCN together with UNDP, UNEP, the World Bank, WRI, IISD and IIED are present as Observers. IUCN provides technical input to a number of policy documents issued by OECD DAC. See www.oecd.org/dac
- 4) **The Poverty and Environment Partnership (PEP):** an informal network of development agencies that aims to address key poverty-environment issues within the framework of international efforts to achieve the Millennium Development Goals, and which includes all major IUCN donors. The PEP provides good opportunities for IUCN to present its own work on poverty and environment and to learn what other organizations are doing. See www.undp.org/pei/aboutpep.html
- 5) **World Economic Forum (WEF):** The WEF is a significant international forum where some of the world's leading actors from business, politics and civil society mix freely together. The IUCN President, former Director General and I have participated in a wide range of panel debates, as well as having a large number of productive side meetings with CEOs and policy makers helping build partnerships for action for sustainability. See www.weforum.org

Engagement with the Private Sector

Members have been requesting IUCN to address business-related conservation issues for the past 60 years, through more than 200 resolutions dating back to the origins of the Union. The 1996 Montreal General Assembly, in particular, explicitly asked the Secretariat to engage business in the delivery of its mission in a coherent manner.

This led initially to the creation of an economics unit that has steadily evolved into what is now a robust and growing Business and Biodiversity Programme. Members reaffirmed the need for this at the 2004 Bangkok Congress, asking IUCN to strengthen the principles and guidelines for private sector engagement with a view to protecting IUCN's image and integrity, and to undertake some pilot projects and propose a plan for the future.

We are responding diligently to this mandate. In 2005 we developed detailed operational guidelines in support of IUCN Private Sector Strategy (2004) through an extensive consultation process. These are among the first such guidelines available in the public domain. We are gratified by the positive feedback from members, Commissions and Secretariat staff who have found them helpful in guiding engagement with the business sector.

We are also working to develop a database of the Secretariat's relationships with companies to enhance our strategic coordination across component programmes. There is still much to learn from our work with companies and our strategy and guidelines will benefit from continued evaluation and updating as we learn lessons from our experiences at both global and regional levels.

We have witnessed an encouraging and supportive shift in how our members view IUCN's engagement with the private sector over the past few years. I am fully aware that we hold IUCN's name and brand in trust from our members, and remain resolute in protecting IUCN's reputation as the world's conscience for conservation.

Some important private sector relationships include:

- **Holcim:** In 2007 IUCN signed a 3-year cooperation agreement with Holcim, a leading building materials company, to develop new ecosystem conservation standards for the company. The collaboration involves reviewing and developing policies and tools for biodiversity conservation and sustainable livelihoods, supported by field projects. Regional agreements have also been developed in Sri Lanka and Vietnam and several others are under discussion in Central America. IUCN has also appointed a Chair for an independent panel to advise Holcim on species conservation. We are encouraged by the commitment in the company that sees a business case for biodiversity conservation beyond corporate philanthropy. We anticipate that this collaboration will help raise the standards for biodiversity conservation across the cement and aggregate sectors.
- **Shell:** IUCN has been working with Shell for more than seven years, and a strategic agreement was signed in 2007 to address some major issues such as oil and gas exploration in the Arctic, oil spills and ecosystem degradation in Nigeria, and the biodiversity implications of the rush for biofuels that are causes of grave concern for the conservation community. The engagement seeks to enhance biodiversity conservation performance by Shell, and raise biodiversity performance standards in the energy sector and its supply chains as a whole, as well as strengthen IUCN capacity for leadership in business and biodiversity.
- **TATA Group:** The TATA Group of India has sought IUCN's help in the conservation of turtles on the east coast of India, and of the Lesser Flamingo on the shores of Lake Natron in Tanzania and has reconsidered its project designs in response to advice from the experts of SSC.
- **World Business Council for Sustainable Development (WBCSD):** a platform for companies to explore sustainable development, share knowledge, experiences and best practice, and to advocate business positions on these issues in a variety of forums. IUCN has been instrumental, through its Memorandum of Understanding with WBCSD, in moving this industry organization to adopt a whole new focal area dedicated to understanding the value and importance of ecosystems.

Convening Stakeholders

Over the years IUCN has earned the trust and respect to act as one of the world's principal convenors on critical conservation and sustainable development issues. This usually involves providing a platform for interested parties to discuss and work together towards the resolution of specific issues of interest and importance to the conservation agenda.

- **Roundtables with ICMM on Mining and Indigenous Peoples Issues:** The dialogues with ICMM represent one of IUCN's earlier engagements with business. The 17 large mining companies of ICMM were the first in the business world to commit to the principle of 'no go', meaning that there would be places on earth that must be saved from intrusive developments, and in demonstration of good faith declared World Heritage sites off limits for their operations. Subsequent dialogues have created greater mutual understanding between indigenous peoples' groups and the mining community and have helped identify practical ways forward on challenging issues such as how to achieve free and prior informed consent of indigenous and local communities for mining operations. [Read more on the web.](#)
- **The Sakhalin Independent Scientific Review Panel for the Western Gray Whale:** Originating as a flagship project under the Business and Biodiversity Programme, IUCN convened a panel of globally renowned experts to examine the scientific aspects of the Sakhalin II

oil and gas project and its implications for the Western Gray Whale whose summer feeding grounds overlap with oil and gas reserves off the Western coast of Sakhalin Island in the Russian Far East. The day after the release of the Panel report, the company announced its decision to change the project's design (pipeline route) so as to reduce risks to the whales and their feeding ground. The panel continues to advise the company, now also seeking sector and range wide action for the Western Gray Whale. [Read more on the web.](#)

- **Forest Law Enforcement and Governance (FLEG):** IUCN is convening multi-stakeholder platforms (government, private sector and civil society) to facilitate solutions-oriented dialogues to curb illegal logging in countries across three continents: South America, Africa and Asia. Illegal logging damages the environment and impoverishes rural communities that depend on forests for a living. It also costs governments over 10 billion dollars in lost revenue annually. IUCN sees illegal logging and related trade practices as symptomatic of broader governance problems such as insecurity of land tenure, inappropriate logging concession systems, corruption and overcapacity of timber processing. Through convening stakeholder groups IUCN is helping translate policy into action, and supporting regional broader policy processes. [Read more on the web.](#)

Influencing Global Political Processes

In addition to helping build partnerships for conservation, IUCN plays a strategic role in representing its members in high level political forums within intergovernmental and governmental organizations, such as the G8, the EU and OECD, and the China Council, as well as regional economic and political bodies such as SADC and ASEAN.

Over the past four years IUCN's main policy thrust has been on articulating and promoting the links between biodiversity conservation/ecological sustainability and the mainstream of development targets and agendas with the objective of influencing change in policy decisions at all levels on behalf of our members. Below are some examples.

- **The G8:** During this intersessional period IUCN has been honoured to be invited, for the first time, to participate in G8 meetings which include ministers from the eight industrialized countries: Canada, France, Germany, Italy, Japan, Russia, the United Kingdom and the USA, as well as representatives from the EU, UNEP and UNDP. Our entry into this process indicates a growing recognition of the links between environmental sustainability and development within international discussions at the highest levels. Highlights include: IUCN participation at the first-ever Environment-Development Ministerial of the G8 in March 2005, hosted by the UK government; and IUCN participation in a meeting of the G8 +5 Ministers of Environment in Potsdam, Germany in 2007 and in Kobe, Japan in 2008.
- **European Union:** The IUCN Regional Office for Europe is playing a major role in helping raise the profile of the environment in European Union affairs. IUCN regularly addresses the EU Parliament on environment and sustainability issues, and works closely with the European Commission to raise the visibility of biodiversity within the mainstream development agenda. Two highlights include: the Paris Conference on Biodiversity in European Development Cooperation in 2006, which reinforced the positive role that biodiversity can play in poverty reduction and is helping shape better investments in development cooperation; and the High Level Conference on Business and Biodiversity in Lisbon 2007, under the Portuguese Presidency of the EU, which signalled a major shift in thinking about the role of business in biodiversity.
- **China Council for International Cooperation on Environment and Development (CCICED):** The Council consists of Chinese Vice Ministers and academics and international experts, and is used by the Chinese as a platform to engage the world on sustainable development. The links between environmental problems and a rapidly growing economy are highly significant, and are closely watched internationally. China's strategies influence how many developing countries align themselves in debates about climate change and the new global deal between developed and developing countries. IUCN has been represented on the China Council since its creation in 1992, providing us with a remarkable opportunity to learn from and shape the debate in China. Each yearly meeting of the China Council ends with a report by Council Members to the Premier or President of China.

- **Arab League:** The Council of Arab Ministers responsible for the Environment (CAMRE) within the Arab League granted Observer Status to IUCN at the end of 2005. This provides IUCN a unique opportunity to provide our conservation experience to the Arab world, and to foster a regional environmental conservation approach.

Nature's Representative at the United Nations

IUCN's unique status as the only environmental Observer Organization to the United Nations gives us access to the UN General Assembly (UNGA) where we have been described as 'the representative or ambassador of nature'. Our convening mandate, our internal policy processes, and our right to address the UNGA is a highly regarded function we undertake on behalf of the entire IUCN network.

During this intersessional period we have made a strong case that sound environmental management is critical to poverty eradication and the achievement of all the other MDGs. We have also urged for greater UN system-wide coherence, and supported calls for improvements of international environmental governance and funding. The recruitment of a UN Permanent Observer in New York in 2007 is enabling us to promote our policies in yet more proactive and coherent ways.

IUCN addresses to the UN General Assembly between 2005 and early 2008 included the following:

Table 5: IUCN Addresses to the UN General Assembly 2005–2008

- IUCN welcomes Report on the MDGs
- Environmental Sustainability and the MDGs
- Financing for Development: The Monterrey Consensus
- IUCN Statement on the Draft Outcome Document for the High-Level Plenary Meeting of the UNGA in September 2005
- Make the Environment the Future to Make Poverty History
- IUCN Statement on Eradication of Poverty and Other Development Issues
- International Trade and Development
- Informal Consultation on the Environment
- IUCN Comment on the UN System Wide Coherence
- International Environmental Governance
- IUCN Statement to the UN General Assembly Special Session on Climate Change
- IUCN Statement to the UN Plenary Session to the UN Framework Convention on Climate Change
- Marine Protected Areas, Oceans and Climate Change

Over the past four years the IUCN Council has recommended that IUCN take a stronger more strategic approach in its support of the UN Multilateral Environmental Agreements (MEAs). Highlights of some of the ways in which we have supported the implementation of the MEAs are found below:

- **Millennium Development Goals:** IUCN prepared intensively for the MDG+5 Summit in September 2005, by writing letters to OECD ministers and framework donors and preparing policy positions encouraging governments to articulate the links between environment and development in their own negotiations. IUCN launched its Poverty and Environment initiative in New York in September 2005. Subsequent work has been undertaken to integrate the 2010 target as a MDG7 target.
- **Convention on Biological Diversity (CBD):** IUCN played a significant role at the 8th Conference of the Parties (COP) to this Convention in Brazil in 2006. The Union circulated over 10 Position Papers developed by IUCN component programmes, a letter from the Director General to ministers with our key messages, and participated in the high level segment and various regional and national preparatory meetings. This COP emphasized the value of mainstreaming biodiversity into other sectors such as poverty reduction, trade, agriculture and food security. We have also participated in the same manner in COP 9 in Bonn in 2008 and are already involved in planning for COP 10 to be held in Japan in 2010.
- **Convention on Trade in Endangered Species (CITES):** The IUCN Species Survival Commission was recognized for its role in the COP 14 in 2007. Decisions regarding the trade in endangered species such as Asian big cats and tigers, and the African consensus on the trade

in ivory and other elephant products were notable outcomes of the meetings. This COP generated a Strategic Vision 2008–2013 which emphasizes the connections between trade in species and other issues such as poverty reduction, sustainable livelihoods and effective governance.

- **United Nations Convention to Combat Desertification (UNCCD):** IUCN actively engaged in COPs 7 and 8 in 2005 and 2007, noting that dry lands cover more than 40% of the Earth's terrestrial surface and are home to more than 2 billion of the world's poorest and most vulnerable peoples. At the COP 8 in Spain IUCN emphasized the role of community-based approaches in combating desertification and adapting to climate change, but warned that lack of financial commitment and focused follow-up could undermine this international agreement.
- **United Nations Framework Convention on Climate Change (UNFCCC):** IUCN was actively involved in the climate change conferences in 2005 and 2007. Our priorities at the COP in Bali in 2007 were biofuels, REDD (Reduced Emissions from Deforestation and Forest Degradation), gender and adaptation. IUCN organized several side events, and we were present in many of the technical and negotiating sessions, as well as addressing the high level segment. IUCN was significantly more prominent in this COP than in previous UN climate change conferences.
- **The World Heritage Convention:** IUCN is recognized within the Convention as the advisory body to the World Heritage Committee on natural World Heritage sites and receives an annual contract from the UNESCO World Heritage Centre. Following IUCN's advice during this intersessional period, UNESCO inscribed 15 new natural properties on its prestigious World Heritage List, including China's Giant Panda sanctuaries, six rainforest national parks in Madagascar, and hundreds of islands, islets and coastal areas in Mexico's Gulf of California. IUCN also advised UNESCO on actions necessary to conserve World Heritage sites such as the Galapagos Islands, Lake Baikal, Ngorongoro and Serengeti, and on climate change threats to the world's heritage.

Knowledge Management

IUCN has built its reputation as a global leader in generating and disseminating sound scientific knowledge on biodiversity conservation and sustainable resource management. Our continued success will be shaped in part on expanding our leadership role and becoming a 21st Century knowledge organization, leveraging new communications tools and technologies, and enhancing learning for strategic influencing from local to global.

To achieve this goal, IUCN appointed a Special Knowledge Management Adviser in 2005 to develop and coordinate an integrated Knowledge Management Strategy. After a six-month consultation, the resulting Strategy Proposal presented a solid conceptual foundation for a Union-wide plan. The strategy proposes to bring about fundamental changes in the ways IUCN thinks, works and influences the conservation movement, focusing on:

- dramatically increasing the quantity and quality of collaboration, integration and knowledge sharing between members, Commissions and Secretariat;
- increasing the interoperability, visibility, accessibility and integration of the Secretariat's, Commissions' and members' knowledge resources;
- facilitating continuous individual and organizational learning;
- positioning IUCN as a leading analytical force on conservation for sustainability through synthesizing knowledge for decision making.

Enhancing knowledge management within an institution as complex as IUCN is as much about changing culture and ways of working as it is about having the requisite Information and Communications Technology (ICT) system that support this. While we are moving in the right direction we realize that we have a long way to go in terms of better capturing and disseminating the knowledge we generate and finding appropriate funding to support this important part of our work.

Reviewing, Monitoring and Assessing our Performance

Performance Assessments

As part of IUCN's change management agenda of 2005, the Director General launched the Performance Assessment special initiative aimed at monitoring and reporting on the performance of governance, management and programme, including the risks facing the Union. The purpose of

performance assessment is to strengthen the accountability of managers at all levels to manage for improved performance and ultimately to improve the performance of the Secretariat and the governance of the Union as a whole.

IUCN defines if an organization is performing well in the following ways:

- It is relevant to its external environment and its stakeholders,
- It is meeting its goals effectively and efficiently, and causing no harm,
- The means used were sound and proper, and
- It has the capacity and resources to continue to do so.

In fulfilling its mandate the Performance Assessment initiative developed a performance framework to provide a common way of viewing organizational performance and associated measures in IUCN. The following performance areas and key questions were agreed to be important for IUCN to measure in order to know how well it was performing:

Table 6: IUCN Performance Areas

Relevance	How relevant is IUCN to key conservation and development issues and trends, and to its key stakeholders (donors, members, partners)?
Effectiveness	How well does IUCN achieve its stated objectives and goals, and deliver its programmatic and policy results? How effective is its governance?
Cost effectiveness	How cost effective is IUCN in using its financial and human capital?
Conduct of business	How ethical, fair and transparent is IUCN in carrying out its work and in striving to reduce its environmental footprint?
Financial health and viability	How well does IUCN manage its funds and assets, its relationships with donors and partners, and its compliance with laws and standards?
Organizational learning	How well does IUCN manage its knowledge, support innovation and learning, monitor and evaluate its work, and demonstrate continuous improvements?
Organizational capacity	How effective is IUCN's management in leading and inspiring its staff and constituents, maintaining a diverse, high quality, and gender-balanced work force and meeting integrity management principles?

Performance data to answer the key questions below were obtained through a combination of surveys, analysis of databases, evaluations and special studies, and through strengthening existing performance information. Performance assessment and reporting was extended to IUCN in Asia in 2006-early 2007.

Among the key performance findings:

- IUCN is seen by donors, partners and members as a world-class knowledge-based organization; is well positioned globally; aligned with the interests of donors, partners and members and provides good value for money.
- Members believe in the concept of the Union, find IUCN relevant, respect and value many aspects of the Union, but only half or less of members surveyed see IUCN as a leader in conservation or sustainable development. Most want significantly greater involvement with programmes and Commissions and when they are involved, they tend to be more satisfied.
- Staff show strong commitment to the mission and vision of IUCN, enjoy their work and believe they make a difference, however they are far less positive about IUCN's performance management system, their own career development, compensation, recognition and rewards, and the effectiveness of senior management.
- While the overall budget continues to grow, project cost recovery remains an issue as well as weak diversification of IUCN's donor funding base.

Complete performance results can be found on the IUCN website under IUCN Accountability.

External Review of IUCN

External Reviews of IUCN are commissioned by the Director General with IUCN's framework donors once every four years prior to Congress. Each external review triggers a management response and action plan that sets the agenda for organizational change until the subsequent external review.

The implementation of the recommendations from the 2003 External Review led to significant changes in IUCN, including the Regionalization and Decentralization strategy, culminating in the amalgamation of East and Southern Africa and West and Central Africa into single regions. The response to the 2003 review also led to the drafting of strategies on Knowledge Management, membership engagement, organizational changes to better support operations and constituency engagement, as well as a special project on Performance Assessment that led to the establishment of an oversight function, risk register and anti-fraud policy.

The External Review 2007 commenced with the specific objectives of assessing IUCN's value added to members in the South, IUCN's programme delivery in building the case for linking conservation to livelihoods, and the extent to which IUCN links policy with practice.

In undertaking the review, the Review Team delivered more than the terms of reference requested by examining wider organizational challenges facing IUCN. The four most important recommendations were:

- Undertake a meta-review of all the reviews and strategies IUCN has done over this intersessional period and produce (1) an analysis of where they are mutually supportive and where they are inconsistent; (2) rationalize the recommended actions into an integrated and streamlined Action Plan 2009–2012 that will underpin the next IUCN Strategy; (3) produce an operational/business plan with agreed priorities based on sound financial analysis; and (4) assign resources and specific responsibilities for achieving the different components of the plan.
- Develop a new Membership Policy and Strategy that can guide IUCN's organizational evolution until 2020. Ensure that it is aligned with agreed actions arising from the Commission Review 2008 and that both are aligned with the next IUCN Strategy 2009–2020;
- Use the IUCN Strategy 2020 and the Action/Business Plan 2009–2012 to develop an engagement process with the Framework Donors and potential new donors at a high level. The purpose would be to lay out the longer term vision for IUCN supported by clear business and operational plans to achieve the vision, and to make the case for special funding to strengthen IUCN's critical organizational systems in the short term;
- Start to implement the change management process in the Secretariat in 2008 and use it to demonstrate to members, Commissions and donors that the leadership of IUCN is committed to change and that change is possible.

The Secretariat's management response agrees that there is a need to harmonize our strategic planning and that a formal change management process should be implemented for the wider organizational issues. The process of developing the IUCN Strategy will be the mechanism through which this is coordinated. From the Strategy, specific plans such as the Business Plan, Global Operational Plan, Regionalization and Decentralization, and Membership Engagement, for example, will flow and be implemented.

The Summary of the 2007 External Review of IUCN and the Summary of Management Response are found in [Annex 3](#) to this report.

External Review of Commissions

By Statutory requirement an external review of the Commissions of IUCN occurs once every four years prior to the World Conservation Congress. The most recent review was conducted in 2008, following up on the review of 2004, and its report is a separate Congress document.

Although the 2004 review was not implemented fully, and the 2008 review, because of time pressures, is not a full review but rather an important discussion document, I am committed to working with the Council and the Commissions to bring about the needed change in our interactions with the Commissions and in the way they are organized.

The reports from the IUCN Commissions are in document CGR/2008/9 and the report on the Council's regular reviews of Commissions is found in document CGR/2008/7.

Ongoing Monitoring and Evaluations

The Monitoring and Evaluation (M&E) Initiative was established in 1997 as a part of Global Programme. Working within a highly decentralized system, the M&E Initiative has worked within the context of Global Programme to achieve the following:

- Establish an Evaluation Policy and standards for Managing Evaluation and Conducting Strategic Reviews;
- Working with Global Programme and Programme Coordinators to improve the planning process, quality of intersessional and annual programme plans and move IUCN toward a results-based planning approach;
- Institutionalize the practice of strategic or organizational reviews;
- Improve the practice of evaluation, particularly for project reviews;
- Undertake strategically important reviews of Congresses, partnership agreements, IUCN's policy work, etc., as well as managing corporate level evaluations such as the External Review of IUCN and the Review of Commissions;
- Improve the use of evaluation and review results for the purposes of improvement, learning and accountability;
- Foster a culture of monitoring and evaluation across the Union.

In 2005, the Monitoring and Evaluation Initiative was split into two, with one part remaining in Global Programme to support programme and corporate level evaluation and another part reporting to the Director General on the development of an organization-wide approach to Performance Assessment. The functions noted above were, for the most part, further institutionalized in 2005–2008, particularly on the use of evaluation results.

In 2008 Monitoring and Evaluation stands at a crossroads. At IUCN Headquarters, the practice of evaluation, while under-resourced, has managed to improve the quality and use of evaluations, particularly strategic organizational reviews. In the regional offices, it has been a challenge to maintain a network of highly skilled and motivated M&E professionals to provide the same support. As a consequence, the improvements realized in the quality of evaluation work in the early years of the M&E Initiative have reached a plateau in recent years and the scope of evaluation work, particularly project evaluations, is unrepresentative of IUCN's work. To meet the increasing demands for high quality results-based programming, evidence-based monitoring and reporting, and inputs into IUCN's learning and policy needs, a strategy is under development to chart a path forward.

Learn more about IUCN's monitoring and evaluation work: <http://www.iucn.org/themes/eval/>

Organizational Support and Processes

As recommended in the 2003 External Review and through the report of an independent consultant, the new post of Director Global Operations was filled in August 2005 as the Union grew in complexity and faced operational challenges.

The mandate of the Global Operations Group was defined as “assisting management and governance of IUCN in engaging the IUCN membership and Commissions and delivering the IUCN Programme 2005–2008; supporting a global conservation Union through Key Result Area 6 (Programme Delivery) by:

- setting organizational standards that define best practice for IUCN;
- developing organizational systems to provide appropriate policies, procedures and guidelines linking management and reporting processes;
- strengthening staff and managerial skills;
- strengthening institutional capacities to provide ongoing effective work structures (teams, groups, functions), as well as the technical infrastructure to support them;
- providing incentives to recognize good practice and performance and sanction poor performance.

The scope of the Global Operations Group includes the functions of finance, human resources, information management and administrative services, and until 2007 performance assessment and legal and internal audit functions.

Internal Controls

The Director General established an Oversight Unit in 2007 comprising the existing functions of internal audit, legal services and performance assessment and with a mandate to introduce transparency and accountability best practice, initiate risk assessment work, fill internal control gaps, and respond to new Swiss audit guidelines and fiscal reporting requirements.

An inventory of risks and challenges from performance data formed the basis for the first round of risk assessment carried out with the help of Deloitte & Touche in 2007 and resulted in the first draft risk register and risk mitigation plan.

The Global Operations Manual, released in early 2006, brought together over 400 separate policies and procedures related to the managerial and administrative responsibilities of IUCN staff. Major gaps and inconsistencies in global managerial policies have been identified and efforts have been taken to fill these gaps. In particular, the following policies have been developed and are in various stages of approval, translation into the Union’s official languages, and release.

Table 7: Major IUCN Operational Policies or Guidelines developed or updated in 2005–2008

Policy, Guidelines, or Procedures
Expatriate Guidelines and Procedures
Financial Reserves Policy
Code of Conduct and Professional Ethics for IUCN Staff
Anti-Fraud Policy
Travel Policy
Policy on Procurement of Goods and Services (Consultants)
Delegation of Authority
Global Finance Manual
Data and Information Policy
Global Human Resources Policy
Conditions of Service (worldwide)
Global Intranet (Knowledge Network) Policy

Financial Operations

IUCN is continuing the work begun in 2006 to evolve the existing budget process to a performance-based rolling multi-year budget linked to an integrated organizational business planning process and supported by robust IT and financial management system.

As a step forward, the Director General tasked the Secretariat’s Finance and Budget Monitoring Committee (FBMC) to manage the 2008 budget process under her authority based on risk profile and budget principles.

Asset Management

The financial assets of IUCN in April 2008, at the time of the writing of this document, consist of the IUCN Reserve Fund (IUCN's equity placed in a portfolio) to an amount of approximately CHF7.2m, and of IUCN's other liquidity, mainly advanced by donors and members in the amount of approximately CHF50m.

In order to improve management of these assets, IUCN has appointed Fund Advisers Group SA, a fully regulated independent financial services company based in Geneva, Switzerland. The company is under permanent regulatory oversight from the *Association romande des intermédiaires financiers* (ARIF). The Federal Department of Finance and Federal Office of Private Insurance (FOPI) ensure that the guidelines laid down for the conduct of business in Switzerland are respected.

Fund Advisers SA is mandated by IUCN to assist in improving the return on its assets, increase the proportion of "green" investments, reduce the number of foreign exchange transactions and thus the financial exposure due to these transactions, while lowering management fees.

Internal and External Auditing

IUCN has an internally audited accounting system. In addition external audits are performed annually by Deloitte and Touche who were appointed by Congress for the intersessional period 2005–2008. During the last five years, the Internal Auditor has complemented the work of the External Auditors by providing audit coverage in more than 40 offices, in alternation with the annual coverage of the External Auditors.

The primary role of the Internal Auditor is to be an independent and objective adviser to the Director General in order to provide assistance in the implementation of the IUCN statutes and regulations (IUCN Statute Article 88b and Regulation 90), and of the Secretariat internal rules and policies, management systems and controls, by evaluating the compliance of all IUCN operating units. The Internal Auditor also provides objective information on the adequacy and the effectiveness of management practices, systems and internal controls, and on the quality and use of management information and identifies opportunities for improvement.

Each organizational unit performing significant responsibilities is examined within a period of three to seven years. In specific cases, where risk is particularly important, or demonstrated performance is weak, a partial or comprehensive audit is put in place more frequently.

The Internal Auditor prepares an annual report summarising the past year's audit activities for the attention of the Director General. This report is presented to the Finance and Audit Committee of Council at the time when the annual audited accounts are presented. Audit reports, plans and scheduled visits are prepared in consultation with the External Auditors.

External audits occur annually at IUCN Headquarters and regional and local IUCN offices are audited according to an approved rotation plan. This rotation plan ensures sufficient audit coverage for Deloitte to express an opinion on the IUCN consolidated accounts and ensure major offices are visited at least once every three years. The rotation plan is discussed with IUCN management annually in order to take account of the work performed by the Internal Auditor and any particular concerns. The annual audited financial statements can be viewed [on the web](#).

2008 changes in Swiss audit requirements now require that all entities under IUCN's control be included in its financial reporting and audit scope. From this year forward therefore, all Commissions and related entities, such as the Ramsar Convention, will become part of this process.

IUCN Headquarters Building

The current building at IUCN Headquarters (HQ) was constructed fifteen years ago to house 110 Secretariat staff. This central coordination ensures consistency, efficiency and maximizes economies of scale. Since that time the number of HQ Secretariat and Ramsar staff in Gland has grown to about 150 people (including temporary help and consultants).

Having thus surpassed capacity, a long-term solution was found with generous support from the Swiss Local and Federal authorities in the form of a 50-year interest free loan to the Secretariat and the deeding of the land in front of our present building by the Gland authorities for the construction of the

new extension project. The plan to proceed with the development of the conservation campus project was approved by Council at its 59th meeting in 2003 and reconfirmed at its 63rd meeting in 2005.

An international sustainable design competition led to the building plan for the Conservation Centre in 2007. An expert team of architects, partners, consultants and engineers were chosen and tasked with meeting the highest level of design and building standards leading to Platinum certification in sustainable and green design with both LEED (the current leading Green Global Standard) and MINERGIE (the Swiss Green standard).

The Conservation Centre will provide space for IUCN, its members and partners to exchange, learn and facilitate change. Construction will begin in 2008 with completion expected in 2010. It is anticipated that this project will lead to other such green construction opportunities in IUCN regional locations. Funding is being actively sought to repay the loan and to receive gifts in kind from suppliers of green building materials. Thus far generous contributions have been received from the MAVA Foundation, Holcim Cement and Philips Lighting. Shell has supported the training and LEED certification of the building design team.

Work is currently underway to renovate the existing IUCN headquarters building to meet LEED certification and donations are being sought to implement this work.

MyGreen IUCN

IUCN is committed to demonstrating that it is an environmentally responsible organization by actively considering the consequences of decisions, policies and actions on ecosystems and the people who depend on them, and striving where possible to enhance the well-being of people and ecosystems and to minimize negative consequences. Our youngest staff members have pushed us to 'walk the talk' through their 'MyGreen IUCN' initiative and the first Environmental Indicators Report prepared in 2007. MyGreen IUCN, begun on a volunteer basis, has become such an important part of our activities that I shall include this function in the Internal Control System position to be staffed by the second half of 2008. [Read the full report on the web.](#)

Information systems

Following a series of studies on the viability and capacity of IUCN's existing Information Communications Technology (ICT) systems and business processes, in 2007 a contract was awarded to CapGemini SA to perform a cost analysis and requirements document for a modular IT system along with an estimation of annual expenses and staffing requirements to support such a system. The report recommended the design and development of an ICT system for the organization that can meet both financial and programmatic requirements along with management and donor reporting needs.

As a result, the Management Information System (MIS) initiative was launched in 2007. The various assessments identified the need to improve and consolidate the Union's management processes (Performance Assessment, Monitoring and Evaluation), core business processes (Programmes, Project Management, Knowledge Management) and support processes (Finance, IT and HR). The fragmentation of IUCN's systems is such that, from a technical point of view, IUCN is not behaving like a single organization but rather as a set of independent entities with separate IT systems, resulting in duplication and sub-optimal use of our resources and a variety of unlinked business processes. Based on this assessment, the study recommended the initiation of a comprehensive system and process transformation initiative, supported by an organizational change management strategy, with an overall goal to improve the delivery of the work of the Union globally.

The MIS initiative began in 2007 and will result in the installation of new computer technology and financial accounting software beginning in 2008 through 2009, followed by Project Management, Knowledge Management, Human Resource and Performance Assessment tool modules in 2009–2011. The installation of this management information system will position IUCN as a modern organization operating in an increasingly connected world with the improved capacity to deliver on its mission while equipped with the technical capability to enhance the capacity of its members and better facilitate links between its diverse and widespread union.

4. Communications: Getting Our Message Out

Communications

IUCN has made significant strides over the intersessional period 2005–2008 in all aspects of communication and raising our external profile to better communicate our mission.

The Global Communications Unit, the central team that coordinates communication in the Secretariat, had new staff positions created in 2005 for programme and institutional communications, outsourced some publishing services in 2007 and reduced library staff in 2006 to redirect resources to strategic publishing and marketing positions, and added a new staff position in 2008 for media relation support. Thus while annual communications expenditure has been reduced slightly, the reorganization has led to greater productivity and an increase in activities and results.

The IUCN website was restructured and redesigned in early 2005, leading to a dramatic increase in visitors over the following years (from approximately 1 million in 2004 to well over 5 million individual visits in 2007). A new content management system was implemented in early 2008 that vastly improved functionality and ease of management around the world, and consolidated the more than 50 IUCN websites to one. The website was also completely redesigned in early 2008 to enhance its use by members, Commissions and external audiences.

IUCN saw increased results in media exposure throughout the world during the period 2005–2008, including significant coverage for the Red List and species, natural World Heritage sites, the Sakhalin study in Eastern Russia, the IUCN President's and the Director General's visits to a number of countries, and many others. Comprehensive media tracking, which began in 2006, showed that 5,542 media mentions (print titles) in 2006 grew to 13,342 in 2007, an increase of almost 250%. A similar percentage increase is forecast in 2008. Media relations training for local and regional communications staff, and more press events, such as for Red List launches and press briefings at IUCN events, has also helped increase media coverage around the world.

World Conservation, IUCN's magazine, was completely revamped in 2007 with an improved look and a broader focus to engage more members and Commissions in airing their views on topical issues related to conservation. The response has been extremely favourable from members and Commissions; circulation numbers from non-members also continue to grow (for example by more than 600 subscriptions in 2007).

The IUCN photo library was significantly expanded by over 3,000 catalogued images in the period. Several key films and documentaries were produced including the award winning documentary called *The Oil Spill in Lebanon* and the *Tales of Water* series of films. The latter also saw a public service announcement broadcast worldwide on CNN throughout 2006.

Key policy events over the intersessional period were supported with fully integrated communications activities (media relations, exhibitions, printed materials, publications, direct marketing) to augment IUCN's policy agenda. Examples included CBD (biodiversity), CITES (trade in endangered species) and UNFCCC (climate change) conferences, the G8 and the World Water Summit.

An agreement was signed with the Star Alliance of airlines in 2007, together with Ramsar and UNESCO, to provide a communications platform for IUCN's work in airline video systems and in-flight magazines. IUCN also launched an on-line platform and competition for young people in collaboration with WWF International, supported by Nokia, called Connect2Earth. See www.connect2earth.com.

Internal Secretariat communication was improved with the introduction of the *IUCNconnect* e-newsletter, distributed monthly to global staff and the Council, and greater planning and coordination with IUCN communications staff around the world.

Branding

A full positioning (or branding) study was conducted in 2005 involving members, Commissions, staff, media and partners. The positioning statement and strategy was approved by Council and then implemented by the Secretariat in 2006, providing a clearer and more consistent communication of IUCN's purpose and activities.

A complete visual identity was developed in 2006, based on the positioning strategy. This included clarified logo usage guidelines for members, National and Regional Committees and Commissions, as well as a unified look and feel for all IUCN branded materials. Combined with enhanced quality control (especially with publications), this has meant much greater consistency and a significant improvement in the professionalism of the thousands of books, brochures, reports, websites, newsletters and other materials produced by the Secretariat around the world over the past two years.

As profile has increased, the dichotomy of having two external brand names – IUCN and the World Conservation Union – led to increasing confusion. Following Council decisions in late 2007 and early 2008, the Secretariat implemented a clarified external brand name and new logo in 2008.

To supplement the enhanced IUCN brand, additional brand strategy and design work was conducted on several key activities, particularly those targeted to the general public, including Countdown 2010 in 2006/07 and the IUCN Red List of Threatened Species in 2007/08.

Publications

IUCN publications continue to be of great interest to the wider IUCN constituency. More than 325 titles were published in the quadrennial period 2005–2008. The Publications Study undertaken in 2005 revealed that IUCN's status reports and assessments, action plans and lessons learnt, toolkits, and policy documents are of the greatest value to the conservation community. Their value was again emphasized in the 2007 membership survey, in which members cited that the provision of IUCN publications was one of IUCN's most important services to members.

In 2006, as a result of the Publications Study, the Publications Services Unit (PSU) in Cambridge (UK) was closed and the mandate of the Publications division at Headquarters was reoriented. Rather than providing Desktop Publishing (DTP) services and sales fulfilment, the role of IUCN Publications became that of setting standards, ensuring quality, and increasing dissemination of our conservation knowledge. Following a year of transition in 2007, IUCN has become better equipped to more proactively direct the publishing strategy of the Union.

During this past quadrennium in collaboration with the Headquarters library, IUCN Publications has streamlined the on-line Publications Catalogue. Now built on the library database, the catalogue provides one point of access for all IUCN publications since 1948. The advent of electronic publishing has made it easier for programmes and projects with small budgets to publish their results and disseminate them through the Internet. There are now some 900 titles in electronic format in the on-line IUCN Publications Catalogue. Continual tracking of the downloads has shown that our publications are downloaded at an average of 42 per day.

In a continuing effort to make our knowledge accessible to an ever wider audience and in line with its new mandate, several initiatives were begun during the quadrennial period 2005–2008. A partnership with Google has enabled almost 600 IUCN publications to be indexed and searchable via their search engine. A project to convert IUCN publications to XML and assign Digital Object Identifiers (DOIs) is ongoing and has allowed cross-referencing of a selection of our publications to other scientific resources. Digital scanning of our legacy documents is set to begin in 2008, offering even greater access to key conservation documents.

See [Annex 4](#) to this report for a full list of IUCN publications produced during this intersessional period.

5. Funding IUCN: an Evolving Funding Base

Income and Expenses

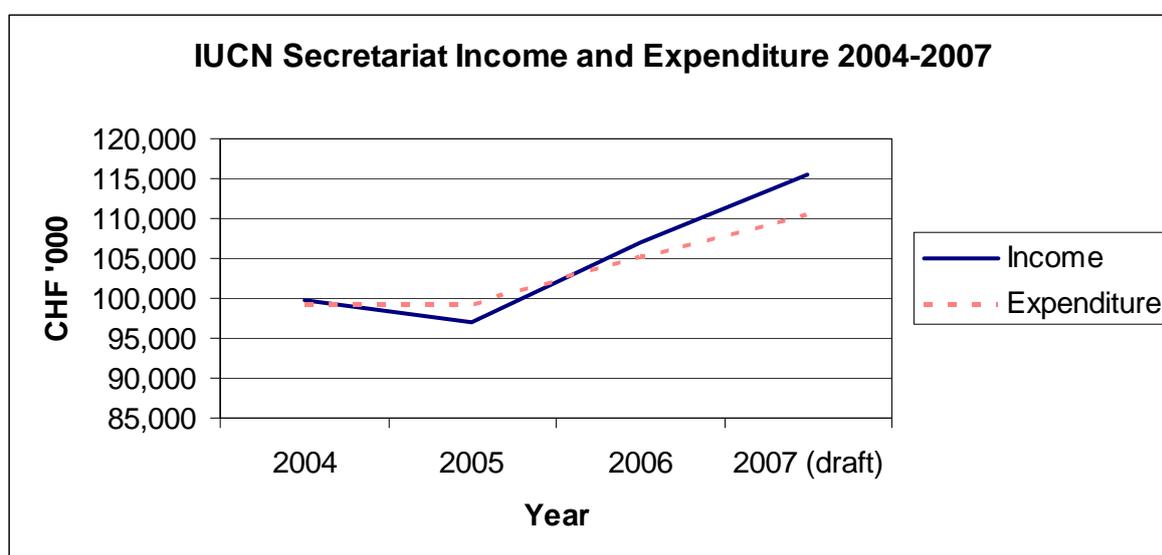
The table below illustrates IUCN's income and expenditure in Swiss Francs from 2004 to 2008. Please note that at the time of writing, the 2007 figures have not yet been audited and 2008 figures are based on budget provisions. Details of our audited statements are in document CGR/2008/18.

Table 8: IUCN Secretariat Income and Expenditure (CHF '000) 2004–2008

	2004	2005	2006	2007 (draft)	2008 Budget
Income	99,798	96,910	106,970	115,540	133,443
Expenditure	99,213	99,348	105,229	110,405	133,443
% change in income per year		-3%	10%	8%	15%
% change in expenditure per year		0%	6%	5%	21%
% change in income since 2004				16%	34%
% change in expenditure since 2004				11%	35%

Please note that 2007 and 2008 figures are preliminary

Figure 6: IUCN Income and Expenditure 2004–2007



Nearly one-tenth of IUCN's income is from membership dues, and approximately two-thirds of IUCN's funds are restricted to Official Development Assistance (ODA) funded projects and programmes. 16% is framework donor income and 5% a combination of sales, donations and other income. We should, of course, show all of the in-kind support IUCN receives from the thousands of scientists and experts who give their time free of charge and the other time of in-kind support we receive from members and partners to help us achieve our goals. If this were translated into currency, our income figures would be multiplied significantly.

IUCN's expenses can be divided into core operational costs (financial management, information technologies, membership services, senior management staff, office operations, etc.) and programme-related expenditure (including global technical programmes, Commissions and activities in the Regions on the ground). Paying for the core costs requires unrestricted funding sources, while programme costs are typically covered through project agreements.

Income from Membership and Framework Donors

Membership dues represent an important part of IUCN's income, given their "unrestricted" nature. Several new State members joined during the past years, bringing the number to 83 in early 2008. Membership is expected to continue to grow steadily and IUCN aims to have at least 90 State members by the time of the 2012 Members' Assembly. Membership dues are expected to remain a

steady 10% of the income, but this share could increase significantly if new membership categories are created.

The other main source of relatively unrestricted funding is the “Framework Agreement” that provides four-year guaranteed funding for the implementation of IUCN’s Programme.

Since 2004, France, the MAVA Foundation and Spain have signed framework agreements and thus, currently, nine framework donors (eight government development assistance agencies and one foundation) provide approximately 20% of IUCN’s income, ranging from a minimum of CHF1 million to CHF5 million per year. IUCN’s current framework donors/partners are the governments of:

- Canada
- Denmark
- France
- Netherlands
- Norway
- Spain
- Sweden
- Switzerland; and
- the MAVA Foundation

The idea of “Framework Donors” was born in 1991. Framework donors commit to providing at least CHF1 million in unrestricted funding per annum for a period of four years. We are negotiating renewal of these critical agreements during the year 2008, and hope that our key partners will continue to support the Union in the same way that they have done during the past four years. We are also discussing with other potential donors encouraging them to join the group of framework donors. Such core support is essential for the Union’s ability to continue its work and to seek other funds.

Donor Support and Links

During the 2005–2008 period, IUCN has engaged more strategically with both its framework partners and non-framework donors (development cooperation agencies, multilateral agencies, foundations and the private sector), moving towards a real partnership rather than a donor/recipient relationship. This has been achieved both through a number of new developments or through the strengthening of ongoing efforts.

Bi- or annual meetings with framework partners, coupled with high level visits by IUCN’s Director General, Council members and senior staff to donor capitals have continued to play a key role in building the dialogue and trust between IUCN and its core donors. The active engagement of IUCN framework partners in the 2007 External Review has reinforced this further.

The Annual Conference of Partners, bringing together all of IUCN’s donors and other partners has helped increase awareness of IUCN’s work as well as enabled donors to communicate and network among themselves on IUCN-related issues. The concept of holding annual meetings for the donors originated in the 1980s, and these have grown steadily in significance and substance since then.

Increased engagement has been made with the United Nations Permanent Missions in Geneva and New York, through briefings, meetings and regular communications on targeted issues. Our Permanent Representative to the UN in New York is playing an increasingly crucial role in this.

In the regions, IUCN’s regional and country offices have made good progress in strengthening their interactions with local embassies or donor representatives and their relationships with local donors by proactively engaging with them through regular meetings, briefing sessions and improved communications.

Much effort has been put into ensuring that donors are given good visibility and that their support is duly acknowledged, through increased written and oral communication.

Diversifying our Funding Sources

Judging from the overall development assistance climate, namely, the continued goal of poverty reduction, an increased interest in climate change and energy issues (all of which feature as Thematic Priority Areas in IUCN's new Programme 2009–2012) and the increasing recognition that the 7th MDG to 'ensure environmental sustainability' underpins all other Millennium Development Goals, it is expected that ODA will continue to be a major source of income for IUCN. IUCN is actively pursuing additional framework agreements with other OECD DAC countries, but also with non-OECD countries and charitable foundations. Framework agreements are expected to remain a source of 20% of IUCN's income.

Philanthropy is currently not a very important source of income for the Union, and most of the grants that are provided through foundations are restricted to project and programme support. The Swiss-based MAVA Foundation is an exception in that it has joined the group of framework donors. We expect income from philanthropy to increase significantly during the coming years, especially by reaching out to individuals who would want to support IUCN. IUCN is also on the board of the Bellagio Forum for Sustainable Development and has good contacts with the US-based consultative group on biodiversity. How much of this income will be unrestricted is difficult to predict, as individual donors want to see impact, and have a preference for cause-related giving. It is estimated that philanthropy will provide at least 5% of IUCN's income in 2012.

Another new source of funding for IUCN's work is the private sector, and most of these funds will be earmarked for programmatic collaboration. Following the experience from the first agreements that IUCN has signed with leading multinationals like Shell and Holcim, programmatic collaboration will be matched with unrestricted funding. IUCN is pursuing the possibility to secure several strategic partnership agreements with companies by 2012.

Restricted programme and project support currently makes up more than 60% of IUCN's income. IUCN is moving from small scale field project implementation into global programme implementation mode, with several large, integrated programmes that involve different Secretariat components, IUCN members and technical inputs from Commission experts. The 2009–2012 Programme is developed with this business model in mind, under the assumptions that the IUCN Secretariat will develop and manage several such large-scale integrated programmes, increasingly using its members and partners to help implement activities on the ground. Restricted income will most likely continue to represent more than half of IUCN's overall annual income.

6. Strengths, Challenges, Opportunities

As in any organization with an ambitious mission and design, IUCN has its share of strengths to build on, weaknesses to overcome and opportunities to seize. We are constantly alert to the opportunities that will enable IUCN to overcome its challenges and change for the better. As Director General, I take our evolution very seriously and at no time am willing to rest on the laurels of our 60 years, but rather look ahead to ensure that our organization's design is suited to the changing context of the 21st Century.

One of IUCN's major strengths is the diversity and reach of its 'three pillars': its members, the Commissions and its Secretariat. This is a rare construct in any organization, and unique in the environmental world. Some of our challenges relate to our membership structure and functions. Although members make up one of our 'pillars' there are wide differences between them, and we don't always find a way to satisfactorily engage with all our members, nor do we yet have the human resources and funding to serve their needs adequately. IUCN is an organization 'owned' by many people, and the expectations of members, Commissions and the Secretariat always need to be revisited to ensure that we all agree on why organizations and individuals wish to be a part of IUCN – what they can expect and what they bring to us.

The challenge for IUCN's Council, the Director General and staff is to mobilize the collective, and to find the right key for unlocking the creative synergies between the various elements as they evolve over time. I realize that the aspiration of working beyond the traditional 'three silos' model is a challenge, but I know that I have the commitment of my colleagues to gently break down those walls and to deliver an integrated programme for the Union and for the world. The opportunity provided by the External Review, the Membership Survey and my own determination to lead the change management process, is addressing this challenge and will introduce the changes required.

Another strength is our ability to have access to all levels of decision making: global, regional, national and local, thanks to our distributed Secretariat, membership and Commission members. I have never known an organization to be welcomed as equally in an indigenous village as in the home of a head of State. One challenge resulting from this span of operations and access is to ensure that all of our on-the-ground activities are carried out in harmony with our mission, with the highest quality, and remain well anchored in the communities we have been working with, as well as ensuring that our policies at the highest levels are well grounded in an understanding of local realities.

We are fortunate to have strong and growing donor support particularly for project work, but there are challenges in managing the pressure to align behind donor objectives, and in raising funds for the service and network functions that we can provide as a Union. New opportunities will emerge from our ability to diversify our funding sources, and by convincing a wide variety of donors of the value of funding 'the whole rather than the parts' – thus enabling the organization to fulfil its broader mission and strategic mandate as a global Union of members on the world stage. This is the perfect moment for IUCN to seize the opportunities emerging through new approaches in philanthropy and the significantly raised and growing interest in the environment.

International work requires not only technical knowledge, but also demands an understanding of cultures, languages and the ability to operate in a widely different set of contexts. This is very different to the world our founders operated in. We are no longer a Northern male organization speaking only one language. Our challenges include diversifying our membership, Commission members and staff. There are many opportunities in this area, and we must make sure that we are able to celebrate the diversity of human culture in who we are and in what we do, and work hard to recruit and retain IUCN's greatest resource: its human talent.

During my first year and a half in office, I have visited IUCN members, staff, Commission members and partners in more than 40 countries and have consistently been impressed by their passionate commitment to our mission, and by the energy, knowledge, multi-cultural, multi-generational and multi-talented nature of those who work with us to make our world a better place for future generations.

III. LOOKING TO THE FUTURE: IUCN IN A RAPIDLY CHANGING WORLD

1. Introduction

Although the Statutes does not require the Director General to look ahead in this report to Congress, we have been thinking a great deal about the future, how we see IUCN three Congresses from now (in 2020) and how the environmental movement is likely to evolve over the next few decades.

We have been discussing visions and a roadmap for the way ahead, internally, with our members, Commissions, Secretariat, as well as with key partners. The results of these consultations are (1) ideas about the longer-term orientation of the environmental movement which will be captured in a Challenge and Innovations paper produced under the auspices of the Future of Sustainability initiative; and (2) the 2020 Vision, a mid-term strategy for IUCN.

It is my hope that both these papers will be discussed at the 2008 Congress and that our Members, Commissions and partners will work with us to improve and adjust these as needed and to help us realize the dreams set forth in this document.

2. A 2020 Vision for IUCN: A Global Alliance for Sustainability

The 2020 Vision is a document which looks at the way IUCN might develop beyond this Congress, to three Congresses from now. The 2020 Vision is the principal vehicle which ties together the outputs from the various reviews and strategic pieces of work undertaken over the past four years, and which reflects an integrated perspective and proposes practical steps forward over the next twelve years.

The 2020 Vision covers several key areas, highlighted below, and which are discussed in more detail in [Annex 5.1](#) to this report. Members of IUCN, Commissions, all parts of the Secretariat, and partners are encouraged to join us in envisioning our future directions.

- We believe that new forms of partnerships and perhaps new categories of membership are needed if IUCN is to fulfil its mission and implement its Programme more effectively over the next 12 years. We will therefore seek to expand and strengthen our membership in numbers and expertise based upon a revised set of membership rules.
- We need to find innovative ways of mobilizing the synergies between the different pillars of IUCN in order to fulfil our potential as a Union. We will therefore continue to actively enhance, through focused integrated activities, the links between members, Commissions and Secretariat to reinforce the idea of the 'One Programme' across the Union.
- We need to do more to promote and support our unique role and platform for members in the conservation movement. We will therefore seek to invest more in our core organizational functions, particularly knowledge management systems and communications.
- We need to develop innovative organizational and management models to more efficiently deliver the new IUCN Programme. We will therefore establish a new management structure to foster full integration across the Union and to help realize IUCN's value proposition for the IUCN Programme 2009–2012.
- We need to secure and diversify the funding base of IUCN to allow the organization to act on its vision to become a vigorous membership and partner organization with a worldwide public reputation for its promotion of science-based best practice in sustainability. Our fundraising strategy will therefore seek to mobilize resources for global policy and programme development, networking and membership support, beyond field projects.

3. The Future of Sustainability and IUCN

During their first meeting in Gland in 2005, IUCN Councillors held a series of very searching discussions related to the role of the conservation movement in society, and their dreams for the Union over the next few years. At this time there was serious concern that conservation and the environment was slipping off the public policy agenda, that the concept of sustainable development had lost its meaning, that the conservation movement had 'plateaued' and was failing to respond adequately to 21st Century challenges such as climate change, globalization, poverty and continuing loss of biodiversity. The urgency and scale of the challenges we are facing are framing new questions and demanding new responses from society at large as well as our own community.

These discussions resulted in a mandate from the 63rd Council in 2005 to the Secretariat *"to review the conceptualization of conservation and sustainable development as it stands today, and to help set direction of the evolution of the field and serve as a clarion call for the Union, the environmental movement and society at large."*²⁰

The Secretariat launched the Future of Sustainability initiative in 2006 to respond to this request. Its objective is to explore a new era of sustainable development thinking and to help articulate new roles for the conservation and environmental movement in rising to new social and environmental challenges.

To some, the Council mandate may be viewed as too ambitious and even as straying from IUCN's heartland concerns of conservation. However, the Future of Sustainability initiative builds on important traditions within the Union, which has played a role in shaping new eras of sustainable development policy and practice for almost 60 years, and has long sought to articulate the links between conservation and sustainable development.

For example, the *World Conservation Strategy*, published by IUCN, UNEP and WWF, provided one of the first definitions, intellectual frameworks and practical guidance for the concept of intergenerational sustainable development back in 1980.²¹ This was later adapted by the Brundtland Commission in 1987 that defined sustainable development as: "development that meets the needs of the present

²⁰ The 63rd IUCN Council 2006. Decision C/63/16.

²¹ IUCN, UNEP, WWF (1980): *World Conservation Strategy. Living Resource Conservation for Sustainable Development*. The International Union for the Conservation of Nature and Natural Resources (IUCN) Gland, Switzerland.

without compromising the ability of future generations to meet their own needs".²² The current IUCN initiative helps provide a new generation platform for these long-standing efforts.

The Future of Sustainability initiative is deliberately reaching out to many different constituencies in the global south and north in its review process: government representatives, economists, the social justice community, business leaders, young people, innovators as well as conservationists, and employing traditional forums as well as Web2 and mobile phone technologies in order to generate and share new concepts.

Innovative ideas generated through this review will be synthesised and integrated into a Challenge and Innovations paper which is intended to help articulate a new paradigm or 'next step change' for the environmental movement. This will be presented and debated at the World Conservation Congress in Barcelona in 2008, and help shape a number of the Barcelona Commitments.

This initiative is also a source of ideas helping inform the long-term direction of the Union; its medium-term strategy; and IUCN's new Intersessional Programme 2009–2012 entitled "Shaping a Sustainable Future". Further details of this initiative are found in [Annex 5.2](#) to this report.

4. Conclusion

This report has tried to provide a comprehensive review of our activities over the past four years and an outline of our plans for the future. My largest challenge in writing this report to Congress has been to try to keep the report at a reasonable length. I hope that its readers look at our website and read our much more comprehensive annual reports.

The report also goes beyond what is required by looking to the future and to the changing world around us – and the potential role of the Union within it – and concrete steps on how to adapt the programmatic and management structures of the Union to every-day realities, and prepare for the next intersessional period and beyond.

There are good reasons for thinking about the future orientation of the Union.

Despite the undoubted and worthy achievements of the conservation and environment movement over the last six decades there is incontrovertible evidence that human activities are becoming less and not more sustainable as the twenty-first century unfolds. During this intersessional period we have asked ourselves the tough question of whether IUCN is making significant progress in saving species, conserving nature, ensuring the sustainable and equitable use of natural resources.

There are several conclusions to draw from the environmental trends I referred to in the introduction to my report. Firstly, the continuing loss of biodiversity is clearly endangering our life support systems and the natural assets of the world's poorest peoples, undermining health, livelihoods, security and the social cohesion of millions. On top of this climate change is predicted to have potentially catastrophic effects on species and ecosystems worldwide, and devastating impacts on the poorest groups who are most heavily dependent on natural resources and least able to adapt.

Secondly, the climate change phenomenon highlights the magnitude of the ecological footprint and the responsibilities of the so called 'developed world'. If we are serious about addressing the underlying causes of biodiversity loss, IUCN must play its part in helping society shift to being an equitable low-carbon society. This implies helping reform our flawed economic systems; rising to the challenge of securing livelihoods as well as adopting sustainable lifestyles; building alliances for sustainability; and by virtue of our unique governance structure, developing a more coherent political strategy for change. How can IUCN make a step change to ensure that it can work towards its vision and fulfil its mission as an institution of tomorrow rather than becoming a relic of the past?

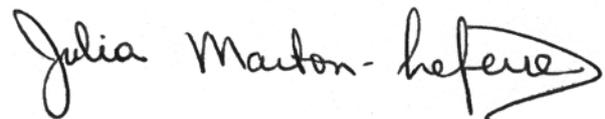
I believe that IUCN can take a leadership role, on behalf of its members, and develop new perspectives and a new strategy to tackle the conservation and environmental challenges of the 21st Century. This does not imply giving up our heartland concerns of conservation and ecosystem management. On the contrary, it implies finding new ways of conveying the value of nature to society, of joining forces with others to take the messages about biodiversity to where decisions are being

²² The World Commission on Environment and Development (1987): Our Common Future. Oxford University Press, Oxford.

made, in a language that people can easily understand, and of providing practical ways forward with those who want to support our mission.

We need to prepare the internal institutional and programmatic structures now in order to take on new challenges. Our 2020 Vision provides some practical steps to help renew the Union and realize its potential as a global knowledge-based, membership, networked, accountable organization, with a coherent programme and influencing strategy in order to rise to the social and environmental challenges of the 21st Century.

Such a report cannot do justice to all the exceptional work of the Commissions, members and Secretariat staff worldwide, who are doing outstanding work for the sake of the planet, and who the Union depends on for its reputation and influence. On behalf of the Union, I would like to thank you all for your contributions and thank you for working with me to ensure that I can be the Director General required at this time of IUCN's development.

A handwritten signature in black ink that reads "Julia Marton-Lefèvre". The signature is written in a cursive style with a large, sweeping flourish at the end of the name.

Julia Marton-Lefèvre
Director General, IUCN
Gland, Switzerland
April 2008

Table 9: List of acronyms used in this document

ABS	Access and Benefit Sharing
ARIF	Association Romande des Intermédiaires Financiers
ARO	Asian Regional Office (IUCN)
ASEAN	Association of Southeast Asian Nations
BRACO	Bureau Régional Afrique Central et de l'Ouest (IUCN Regional Office for Central and Western Africa) (Formerly BRAO and BRAC)
CAMRE	Council of Arab Ministers Responsible for the Environment
CBD	Convention on Biological Diversity
CCICED	China Council for International Cooperation on Environment and Development
CEC	IUCN Commission on Education and Communication
CEESP	IUCN Commission on Environmental, Economic and Social Policy
CEL	IUCN Commission on Environmental Law
CEM	IUCN Commission on Ecosystem Management
CEO	Chief Executive Officer
CITES	The Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on Migratory Species
COP	Conference of the Parties
CSD	Commission on Sustainable Development
DAC	Development Assistance Committee
DOI	Digital Object Identifier
DTP	Desk Top Publishing
ECOLEX	E-gateway to Environmental Law
ENVIRONET	Environmental Network of OECD DAC
ESARO	Eastern and Southern Africa Regional Office (IUCN) (Formerly EARO and ROSA)
FLEG	Forest Law Enforcement and Governance
GDP	Gross Domestic Product
GEO	Global Environment Outlook (UNEP)
GMT	Global Management Team
G8	An international forum for the governments of Canada, France, Germany, Italy, Japan, Russia, the United Kingdom and the United States.
G8+5	The G8+5 group of leaders consists of the heads of government from the G8 nations plus the heads of government of the 5 leading emerging economies (Brazil, China, India, Mexico and South Africa).
HQ	Headquarters
ICMM	International Council on Mining and Metals
ICT	Information and Communications Technology
IIED	International Institute for Environment and Development
IISD	International Institute for Sustainable Development
IPCC	Intergovernmental Panel on Climate Change
IT	Information Technology
IUCN	International Union for Conservation of Nature
HSBC	Hongkong and Shanghai Banking Corporation
HR	Human Resources
KM	Knowledge Management
KRA	Key Result Areas
MAVA	MAVA Foundation
MDGs	Millennium Development Goals (UN)
MDG7	MDG to ensure environmental sustainability
MEA	Multilateral Environmental Agreement
MIS	Management Information System
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
ODA	Official Development Assistance

OECD	Organization for Economic Cooperation and Development
OECD DAC	OECD Development Assistance Committee
ORMA	Oficina Regional para Mesoamérica (IUCN)
ORO	Oceania Regional Office (IUCN)
PALNET	Protected Areas Learning Network
PEP	Poverty and Environment Partnership
PSU	Publications Services Unit
RAMSAR	The Ramsar Convention on Wetlands
REDD	Reducing Emissions from Deforestation and Forest Degradation
ROfE	Regional Office for pan-Europe (IUCN)
SADC	South African Development Community
SEED	Supporting Entrepreneurs for Environment and Development
SIS	Species Information Service
SMAT	Senior Management Advisory Team
SMT	Senior Management Team
SSC	Species Survival Commission (IUCN)
SUR	South America Regional Office (IUCN)
TRAFFIC	Wildlife trade monitoring network. It is a joint programme of WWF and IUCN, and works in close cooperation with CITES.
WAME	West Asia/Middle East Regional Office (IUCN) (formerly WESCANA)
WCLN	World Conservation Learning Network
WBCSD	World Business Council for Sustainable Development
WCMC	World Conservation Monitoring Centre (UNEP)
WCPA	World Commission on Protected Areas (IUCN)
WEF	World Economic Forum
WMO	World Meteorological Organization
WRI	World Resources Institute
WESCANA	Regional Office for West/Central Asia and North Africa
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly

REPORT ON MEMBERSHIP 2005–2008

Part I: Background

In June 2007 the Director General decided on organizational changes for IUCN. The Membership Relations and Governance Unit was renamed Constituency Support Unit (CSU). The purpose of this Unit is to significantly enhance constituency services, provide better support to members, Commissions and additional Governance. It will be strengthened with more resources, and already in January 2008 a new Membership Officer took up position. In view of the World Congress in Barcelona it was decided that focus until then should be put on servicing the membership, especially in view of the results from the Membership Survey which was published in October 2007.

In order to take into account the feedback from all Secretariat staff in response to the Survey and the findings of the upcoming external review, it was decided to leave the complete re-structuring of the CSU until nearer Congress. This will provide maximum input into how best to provide the services expected and to find the most appropriate organizational structure to support this. Input from these core documents will provide much better input for redefining the Membership Strategy, the Membership Policy Guidelines, and the Recruitment and Retention Guidelines.

Further responsibilities were delegated to the Global Network of Membership Focal Points (MFP) at a workshop in April together with MFPs from all regions agreeing on improved ways to service IUCN members.

The CSU will also provide optimal network support to Commissions and enable greater integration between the Commissions and other components of the Union. The governance support will be enhanced in joint collaboration with the Council's Governance Task Force, and as follow-up to the World Conservation Congress in Barcelona.

Part II: Membership Engagement

The Membership Strategy set a milestone for the relationship between the Secretariat and the members and four key objectives were set for the intersessional period. The Secretariat has been working to engage more strategically with members in achieving the vision and mission of the Union, while maximizing the benefits of IUCN membership.

Knowledge management: All Regional Offices have devoted efforts to provide access to IUCN knowledge and to promote exchange of experience among the members. Newsletters, bulletins, publications and dialogues have taken place all over the world. At the global level, the members' portal launched in 2005 provided an on-line collaboration tool where users are able to exchange information and learn from others.

As part of the Future of Sustainability initiative, the Secretariat led a global discussion about the next generation of sustainability: 460 participants from 70 countries provided their views about global challenges to sustainability, human well-being and sustainability, the new economy and biodiversity and shaping the future. This "new generation of thinking" is setting the stage for the new sustainability agenda and will be presented during the Barcelona Congress.

Networks: The Secretariat hosted IUCN Membership Hub/Pavilions during the Ramsar COP 9 (Uganda, November 2005), the World Water Forum (Mexico, March 2006) and the CBD COP 8 (Brazil, March 2006). During 2007, almost all IUCN members participated in regional members meetings. During the meetings, the IUCN Programme 2009–2012 was presented to the members and members discussed their inputs to the World Conservation Congress in Barcelona.

Policy work: Regions like South Africa and Europe facilitated the discussion of regional positions on key biodiversity issues discussed during the 8th Conference of the Parties of the Convention on Biological Diversity. In Mesoamerica, the Secretariat has provided training in policy-related issues to members. In preparation for the 9th Conference of the Parties of the Convention on Biological

Diversity, the Secretariat carried out with members a consultation process of key policy documents. Finally, an important step has been the opening of the IUCN Permanent Mission to the UN office, although the big challenge still remains the same: facilitating members' input to IUCN's policy agenda.

Membership engagement: The European region has continued with secondment of staff between the Secretariat and member organizations and National Committees. Also, some members are hosting IUCN offices and IUCN Secretariat offices are hosting some members.

During 2007, the Constituency Support Unit commissioned the first Global Membership Satisfaction Survey. The results have been circulated to members, the Council and the Secretariat. It has provided interesting data about the relationship between the Secretariat and members. The Secretariat discussed the implications of the survey and has developed an action plan for responding to the results. This action plan will be implemented during the period 2009–2012 and will provide key elements to the new Membership Strategy 2009–2012.

Development of intermediate structures

In February 2006, the Secretariat convened a meeting with 60 Chairs of National and Regional Committees. It focused on the role and purpose of IUCN National and Regional Committees, looked at ways to improve the relationship between the Secretariat and Committees, as well as governance and communication within the Union.

National and Regional Committee Chairs agreed to define their own niche prior to forming an official Committee. After the meeting, the President invited five chairs to form an Advisory Group that discussed the main roles, responsibilities and possible areas of action of National and Regional Committees. The group had a discussion between May 2006 and August 2007 and a final document was submitted to the Governance Task Force for consideration.

Part III: Membership Dues Income and Management Issues

Income from membership dues makes an important contribution to IUCN's overall finances. It not only represents a truly unrestricted source of income but is also a very important part of the cash flow of the Union.

During this intersessional period, the day-to-day membership dues management has been increasingly decentralized to IUCN's Regional Offices (ROs). Dues reminders, for example, are now sent by the Global Network of Membership Focal Points (MFPs) and Regional Directors are requested to make strategic plans with clear collection targets in order to expedite the collection process.

However, despite the considerable efforts deployed to carefully monitor dues collection, the issue of outstanding membership dues continues to be of major concern to the Union. For example, a recurring phenomenon is that members tend to pay their arrears in time for Congress. This creates a bottleneck of work for the Secretariat, making it difficult to work on regular engagement activities with members. While the Secretariat's proactive approach and the combined efforts of Regional Offices, the Constituency Support Unit, Councillors and others contributed greatly to the success in bringing in outstanding dues, the reasons for falling behind in dues payment and/or withdrawal from membership are manifold and often beyond IUCN's influence as demonstrated by a recent Secretariat analysis. They are, as follows:

Situations which IUCN can influence

- Lack of interest: members' perception of not getting value for money.
- Change of IUCN focal point in the organization.

Situations beyond IUCN's influence

NGO members:

- Some NGOs have a limited life span: once they have achieved their mission, they tend to disappear.
- Changes in an organization's objectives and/or activities which appear to no longer fit well within IUCN's objectives; this may result in a member's lack of interest in membership and non-payment of dues.

- A wide-range of financial difficulties.

Government members:

- Budgetary constraints, i.e. environment ministries fail to secure the necessary funds to cover IUCN membership dues because of budget cuts.
- Political constraints:
 - States cease to pay any contributions to international organizations (shift of priorities),
 - Inability to sustain dues payments because of lack of resources or too poor to pay IUCN membership dues.

The Future: Review of IUCN’s dues structure for NGO and Affiliate members

For many years, IUCN members, Councillors and/or the Secretariat have felt that the current dues system is no longer adequate and needs to be thoroughly revised. The present NGO dues structure of a graduated scale of nine groups, with annual dues ranging from CHF 417 to CHF 20,055 was adopted at the 17th Session of the General Assembly in 1988 (Costa Rica). Over the years a number of larger NGO member organizations have been reluctant to pay their indexed fees which are based on an organization’s operating expenditure. As a result, a number of large NGOs opted to apply for “Affiliate” membership.

Today, about 83% of IUCN NGO members is presently paying dues in the lowest two groups, i.e. Groups 1 and 2, (2008: CHF 417.00 and CHF 668.00, respectively). Only 3.8% of the IUCN NGO membership is currently paying dues in the higher groups, i.e. Groups 5 to 9.

During the intersessional period 2009–2012, the Secretariat will therefore undertake a major review of the IUCN NGO dues system taking into account the context of the overall budget structure and allow the members to provide updated information.

Part IV: Challenges for Strengthening the IUCN Network

In view of the results from the Membership Survey, the IUCN External Review, and the External Review of Commissions, a revised Membership Strategy will be drafted and circulated for feedback from the regions and members. The services provided by the Constituency Support Unit and the Network of Membership Focal Points will be aligned with the new strategy.

Involvement with members will be brought high on the agenda of every unit and every region. Implementation of recommendations will be monitored in order to bring about accountability in the area of membership services. One of the major challenges for all of IUCN is to ensure that “*membership is everybody’s business*”, as this is seen as a key priority by members themselves and where they tell us IUCN has not lived up to its promises.

There is a collective awareness that the shift in relations with members, on all levels, must happen immediately. IUCN has reached a kind of ‘tipping point’ where everyone is ready to bring his/her attention to concrete *action* in this area and not only words. Certainly, the IUCN Programme 2009–2012 presents a huge opportunity for linking the members’, the Secretariat’s and the Commissions’ agenda.

Follow-up to the Resolutions and Recommendations of the 2004 IUCN World Conservation Congress

Background

The status report attached to this paper was prepared by the Global Programme Team, in consultation with all relevant thematic and regional programmes within IUCN. This is the third and last such status report that has been prepared for Resolutions and Recommendations from the World Conservation Congress (WCC) in Bangkok, Thailand. It also includes information on the implementation of priority Resolutions that were adopted during the 2000 World Conservation Congress in Amman and whose implementation is still ongoing.

The report presented with this paper is a summary of actions taken and, in the interests of presenting a concise document, does not include all detail provided by component programmes. For most Recommendations, no action is expected of IUCN and therefore these are not included in that tabulation of IUCN's progress on implementing motions passed at Bangkok. More information on individual resolutions can be obtained by contacting IUCN's Global Programme Team.

Issues and considerations

Implementation of Resolutions and Recommendations from the Bangkok World Conservation Congress is proceeding well. In many cases (27% of the resolutions) the issues or work involved are already prevalent in the IUCN work programme or have been incorporated into the 2009–2012 Programme plan. It is worth noting that further implementation of 18% of the resolutions is resource-dependent.

Status of implementation	This report	%	Last report	%
Completed	6	7%	6	7%
Nearly completed	4	5%	5	6%
Implementation ongoing	31	37%		
Implementation on-going and incorporated into the 2009–2012 programme planning	23	28%	70	84%
Implementation underway	6	7%		
Implementation initiated	12	14%		
Implementation not yet initiated	1	1%	2	2%
Implementation to begin at WCC4	1	1%	1	1%
Total (Bangkok + 3 Amman resolutions)	84		84	

With respect to implementation of the resolutions that have been prioritized by Council the table below highlights the status of implementation

RESWCC3.023	Providing support for IUCN's Observer Status in the United Nations	Implementation well underway
RESWCC3.057	Adapting to climate change: a framework for conservation action	Implementation on-going
WCC Res. 2.16	Climate change, biodiversity, and IUCN's Overall Programme	Completed
RESWCC3.012	Governance of Natural Resources for Conservation and Sustainable Development	Implementation on-going
WCC Res. 2.67	Invasive alien species	Completed
RESWCC3.075	Applying the Precautionary Principle in environmental decision making and management	Nearly completed
WCC Res. 2.21	IUCN's Marine Component Programme	Completed

This report is available on www.iucn.org/resolutions. A final report on the implementation of the Bangkok Congress resolutions will be prepared in advance of the 2008 IUCN World Conservation Congress in Barcelona.

Summary of External Review and Management Response

Part I: Summary of the Synthesis Report of the 2007 External Review of IUCN

The report of the IUCN External Review 2007 is in two volumes. Volume 1 is a synthesis of the main findings, conclusions and recommendations. It contains two annexes that provide the field evidence and background support for the findings on linking conservation to livelihoods in Africa and closing the policy-practice loop. Volume 2 presents the review of the IUCN Membership. Together the two volumes constitute the final report of the External Review 2007.

The terms of reference identified three specific areas for review:

1. The value IUCN adds to its members, particularly in the South (Volume 2)
2. Linking conservation to livelihoods in Africa (Annex 1 to the Synthesis report)
3. Closing the Policy-Practice Loop: with a thematic focus on the Water Programme and the Global Marine Programme (Annex 2 to the Synthesis report)

In examining the three topics, the review team identified some common problems in the governance and management of IUCN that are reducing IUCN's performance in each review area. At the request of the Director General and with the agreement of the Framework Donors, the review team agreed to also address some of the major issues facing IUCN that cut across the three topic areas of the review. In hindsight the review team believes that these broader organizational issues should have been in the original terms of reference, for they lie at the heart of IUCN's ability to perform well as a membership organization and to effectively deliver its programme. The External Review takes place once each intersessional period. It is the principal opportunity for IUCN to take stock of progress and see the emerging issues from a big picture perspective. It is also an important means for the Framework Donors to gain insight into the overall achievements and performance of the organization. The terms of reference for future External Reviews should reflect the importance of looking at IUCN as a whole once each intersessional period.

Given the effort of the review team to respond to the original terms of reference, this review cannot be and is not an in-depth management or organizational review. It highlights some of the common challenges facing IUCN that were identified during the review and proposes some short-term actions to address them. The review was designed and conducted to facilitate learning and follow-up actions through stakeholder feedback, facilitated workshops and ongoing interaction with IUCN, especially with the senior management and staff of the Secretariat and with donors.

A common observation made by reviewers of IUCN is that findings and recommendations made by earlier reviews of IUCN are not adequately responded to. Thus they are doomed to repetition from one review to another. This is true for the last External Review 2003 and it is true for this External Review 2007. IUCN and its donors invest heavily in reviews. There should be better systems and controls for ensuring that management acts on its own *Management Response* to reviews.

The review team heard virtually universal endorsement for the concept of IUCN as a highly valued organization with a unique and probably irreplaceable membership structure that gives IUCN international credibility and authority. IUCN is clearly doing much good work at all scales and in all regions and is delivering important results and products. That IUCN is doing valuable work in many areas is not the key issue. Rather it is whether IUCN is sufficiently focused on and aligned with its own value proposition – that it works through its members and harnesses the efforts of thousands of volunteers through its Commissions – to be a global leader in strategic influencing through world-class knowledge products and convening processes. This is the question for IUCN that is addressed by the review.

The review found IUCN's unique niche for convening different actors across different scales to forge shared understanding, commitment for change and joint action to be undisputed. Yet there was widespread concern that IUCN's full potential in this regard is not being realized. The context in which IUCN is operating is changing very rapidly, leading the review team to conclude that significant

revitalization is required across the Union if it is to fully achieve its potential and remain a relevant and financially viable organization into the future.

Many of the issues raised by this review are not new to IUCN. They have been raised repeatedly in various reviews, evaluations and strategy documents over the recent past. Consequently this review has also focused on the key underlying constraints to change. IUCN has a strong base of support and much commitment to its cause, yet there is also a potentially damaging level of frustration emerging. The coming Quadrennial Programme will be a critical period for IUCN to demonstrate that it can change and that it can deliver on its full potential. The areas where change is most needed are identified below.

IUCN is a membership organization. Members want to see IUCN doing more convening and strategic influencing work that involves them. To do this IUCN needs to utilize its resources in a different way and have more resources for membership support and strategic influencing. The current project model makes this difficult. Currently IUCN's key organizational systems like ICT, MIS, M&E and knowledge management as well as some of its staff capacities are weak for a global organization with major influencing, knowledge brokering and communications functions. Over the recent past the leadership of IUCN, its funding model and its management structure and processes have not enabled IUCN to escape a vicious circle of taking on projects to support the Secretariat to undertake more projects.

Key challenges facing IUCN

Despite IUCN's valued role and its strong track record of achievements it is currently facing a number of serious issues that impact on its performance, its capacity to meet expectations and its future viability. The main challenges for the Union are:

- **IUCN's governance structure** – Everyone agrees that IUCN is a unique member organization. Although it is needed now more than ever, it is very unlikely that its bi-cameral governance structure could be created today. However, the relationships between its constituent parts – the membership, Commissions and Secretariat – are suboptimal. IUCN continues to operate without effectively engaging its membership and the Council is seen as a less effective governing body than is needed. The Union must become once again more than the sum of its parts.
- **Growth and decentralization of the Secretariat** – The rapid growth and decentralization of the Secretariat has led to problems in collaboration and communication across functional units and regional offices. A smaller organization can rely on informal networking and still function quite well but an organization that operates from more than 60 locations and has more than 1000 staff needs strong organization-wide systems and processes. These include clear accountability for who does what and who informs whom. IUCN lacks sufficiently clear and consistent systems and processes to manage the Secretariat.
- **Financial resources** – IUCN has achieved impressive results with available resources but its current financial model is weak and unsustainable. IUCN derives at least 85% of its income from Overseas Development Assistance (ODA) funding through a limited number of OECD countries and about 73% of its income is restricted to specific ODA funded projects. Only about 11% of income is unrestricted, including fees from its members.
- **External competition** – IUCN lacks some of the fundamental tools such as an effective Management Information System (MIS) and networking models to remain competitive in a rapidly changing external environment. To some extent it needs to reinvent itself if it is to retain its leadership as the voice for Nature and sustainable use of natural resources.

Revitalizing the Union

Over the last decade, studies and reviews have identified the governance of IUCN as a major challenge to IUCN being able to capitalize on its unique status of member organization and networks of experts in the Commissions supported by a professional secretariat. They have repeatedly called for improvements in accountability and transparency in governance of the Union. This review has raised concerns about the effectiveness of Council as an oversight body and in providing strategic leadership for the Union. Strategic leadership is needed from Council now more than ever. IUCN is

facing serious challenges and is responding with new strategic initiatives in different areas and transformation processes, in the Commissions and in the Secretariat.

There are cracks in the Union. They produce difficulties in coordination, competition over resources and poor communication across and within the three pillars. One of the most fundamental and exciting challenges facing IUCN is rethinking how to revitalize the Union in a world of globalization, new forms of social networking, and competing demands on the resources which are the lifeblood of IUCN – volunteers, networks, highly professional staff, the attention of governments, and the resources contributed by members and donors. Council needs to understand the changes in the external and internal environments of IUCN and provide leadership to the Union.

What is reasonable to expect from a governing body that is composed of volunteer Council members that comes together infrequently and cannot be expected to know the Programme or organization in detail? Council needs to consider if there is a gap between governance supply and demand and if so, how it might be bridged. The review has suggested Task Forces of Council that might include Council members, staff and outside experts. The important issue to resolve is how to ensure that the Union has the strong governance that most observers say it clearly needs.

IUCN as a Member Organization

The review of members' engagement in the work of IUCN found that members are very supportive of the mission of IUCN but many members are frustrated with IUCN. They want to be more involved in programme and policy. They want a stronger IUCN presence in their countries. They want the knowledge produced by IUCN to be more accessible and they want to play a larger role in the generation of that knowledge. In general members want to be more engaged in the work of IUCN, but IUCN suffers from systemic weaknesses in its organization, particularly within the Secretariat that inhibits members who wish to be more informed and engaged to become so. It has also followed a number of policies and strategic directions over the past decade with respect to membership and open access to information that seem to be taking IUCN farther away from its main purposes as a membership organization.

IUCN has largely failed to deliver the key results of the Membership Strategy 2005–2008, including increasing the engagement of members in the work of IUCN. The review recommends that a new Membership Strategy be developed for 2009–2012 but not before the present policy directions and rapid expansion of the membership that underlie the existing membership strategy are reconsidered. IUCN needs a new policy framework for membership that is clearly mission driven and considers where IUCN wants to be in terms of membership, partnerships and networks 20 or more years from now – in other words, what kind of organization will IUCN be and how will it do business? The targets for membership growth in the current strategy were not only unrealistic in the light of experience but are to be questioned in terms of where they are taking IUCN as a Union.

Transforming the project portfolio

Project implementation has provided IUCN not only with significant financial resources but also valuable hands-on experience of conservation and development. However, the current large portfolio of field projects is not adequately aligned with the niche and value proposition of the Union in relation to its members. Neither does the project portfolio sufficiently support IUCN's unique capacity to play a strategic influencing role at national, regional and international scales. In some regions simply maintaining a large project portfolio of donor-funded field projects to ensure financial viability, has become the overriding focus of management. The issue is not so much the value of field projects, but rather about the balance between field activities and strategic influencing activities, and the inadequate learning from field experiences to support strategic influencing – which may occur soon after or many years after the project was completed.

The review has noted very positive and encouraging examples that illustrate the potential for IUCN to change the current situation. Particularly significant are the Water and Nature Initiative and Landscapes and Livelihoods Programmes funded by the Government of the Netherlands that support a globally coordinated approach to linking field experiences with strategic influencing. Embedded within these programmes are clear processes of capturing and utilizing lessons learned and the allocation of resources for knowledge management and monitoring and evaluation.

IUCN's strategic influence

IUCN occupies an important and potentially powerful middle ground between advocacy, scientific research and project implementation. IUCN aims to bring about change in the world which means it has a set of both implicit and explicit values, positions and policies that lead it to work towards certain sorts of change and change processes. As its knowledge, empowerment and governance strategy implies, it does much more than just provide technical information on conservation and development issues. However, given the nature of the membership, it is not, and cannot be, a strong or radical advocacy organization.

The review found that IUCN is highly regarded as a trusted broker and respected convener for informed dialogue between different groups, including the critically important dialogue between government and civil society. Strategic influencing goes beyond policy influence to mean the “influencing, encouraging and assisting societies” component of IUCN's mission. There is increased demand at national, regional and international levels for IUCN to provide platforms for dialogue and policy development.

The long history of many failures in planned interventions in international development together with increasing demand for impact measures and accountability of public investments, has led to a renewed interest in **theories of change**. Theory of change refers to being explicit about the underlying assumptions of how social change happens and how it can be influenced. So far, IUCN has not paid enough attention to understanding how its actions lead to positive change. In future, IUCN needs to become more rigorous in the design of its interventions, both at the field project level and in providing platforms for strategic influencing.

Monitoring and evaluation

A key part of understanding how interventions make a difference is being able to learn lessons from field projects and other work in order to influence policy and to scale-up successes. Over time IUCN has made considerable effort to improve its monitoring and evaluation (M&E) systems. It has established a number of interesting internal performance and assessment procedures. It has clear guidelines for carrying out quality external evaluations. The importance of M&E is recognized by most staff and a number of the newer initiatives within global programmes are focusing more on M&E. IUCN now needs to ensure that the M&E systems in place are properly used so that they can provide consolidated results in a timely fashion and support both analysis and synthesis that can make organizational learning more systemic.

Knowledge management

Knowledge management is another key component in organizational learning. Overall the review found current knowledge management systems and processes to be weak and unable to support the needs of the Union. Access to knowledge held by IUCN is also a policy issue that needs urgent attention. Compared to other organizations, IUCN is either by intention or by default, more restrictive in its knowledge sharing than it should be.

As articulated in the Knowledge Management Strategy, effective knowledge management involves issues of conceptual understanding, organizational culture, work processes, incentives and ICT capabilities. At present IUCN is struggling with knowledge management in all these dimensions. The review recognizes that attention is being given to improving the ICT infrastructure and urges that investment in an improved ICT and MIS backbone be given priority by the Director General in 2008–2009. It also recommends that the Knowledge Management Strategy be updated and implemented with more focus on what knowledge products are needed to support IUCN's strategic influencing objectives.

Investing in core capacities

The review has noted that IUCN has neither sufficient resources nor the appropriate targeting of existing resources to make the necessary investments in core organizational capacities that are essential for it to be a relevant and effective organization into the future. Over the coming period IUCN

must significantly increase its investments in core capacities such as: knowledge management, management information systems, communications; staff development; Commission support; strategic influencing; performance assessment and monitoring and evaluation. IUCN should focus on overcoming what appears to be a vicious cycle of under-resourcing its critical systems that seems to be one of the reasons for the Union's inability to respond adequately to strategic issues that have been repeatedly raised by previous reviews and evaluations.

The review fully endorses the work that is currently going into transforming IUCN's management information systems and the introduction of the enterprise resource planning (ERP) system. It has also noted the constructive communication within the Secretariat about these developments and the intention to drive the process through representative working groups. It is a concern that the resources necessary to implement this proposed transformation have not yet been fully secured.

To improve IUCN's core organizational capacities will require considerable attention and time input from staff. It will also require a cultural change in the organization in terms of staff's willingness to support and utilize corporate wide systems and procedures.

Leadership and change management

IUCN undertakes analysis and seeks evidence to guide and support what it does and how it does it. It is less effective in putting plans and recommendations into action. IUCN is involved in many reviews and planning exercises across different parts of the Union and at all levels in the lead-up to the World Conservation Congress in 2008 and the start of the next Intersessional Programme in 2009. Despite good intentions, the history of IUCN has until now been too much characterized by reviews that produce repeated recommendations that are not followed up; policies that exist more on paper than in reality; and targets that are not adequately monitored to see if they are achieved.

The timeframe for effective planning for the next intersessional period is so short that planning processes that should be sequential and build logically from one step to the next are taking place more or less simultaneously without sufficient interaction to inform one another. Strategies like the Membership Strategy and Commissions' mandates all need to be framed by a major positioning strategy for IUCN about where it wants to be in 2020. There is a danger that these key planning initiatives which together will guide IUCN for the next decade or so will not be logically consistent unless a strategic and participatory planning process is established by Council to reposition IUCN for 2020.

Management, staff, governance bodies and external reviewers have each identified problems as barriers to improved performance of the Secretariat in terms of efficiency and effectiveness. These range from communication problems across different parts of the Secretariat; competition instead of cooperation between organizational units; human resource problems in terms of morale, perverse incentives and lack of clear accountability; and a history of management's perceived inability to make decisions. The review underscores that the problems are systemic and need to be tackled in a systematic way.

The Director General has begun a change management transition process for the Secretariat that will address some of the root causes of these problems and will encourage participation from staff and support from the Framework Donors. Council and the Director General must work together to provide that strategic leadership to set agreed changes in motion and provide strong oversight to ensure that the changes are implemented to achieve the desired outcomes.

Conclusions

The review team heard from many people that now is the time to make the changes that can lead to far-reaching reforms to revitalize the Union. If there is one message coming from the work of this review it is that IUCN should take stock of where it is, look at what it has learned, review its existing strategies, establish its own priorities for action and focus its efforts on making the changes needed and following through to ensure that they work.

The review has led to many recommendations dealing with the three areas for special attention and with the overarching issues. If there were a few key actions that are both important and immediate to do, we would propose the following four linked steps:

PRIORITY ACTION 1 – Undertake a meta-review of all the reviews and strategies IUCN has done over this intersessional period and produce (1) an analysis of where they are mutually supportive and where they are inconsistent; (2) rationalize the recommended actions into an integrated and streamlined Action Plan 2009–2012 that will underpin the next IUCN Strategy; (3) produce an operational/business plan with agreed priorities based on sound financial analysis and (4) assign resources and specific responsibilities for achieving the different components of the plan.

PRIORITY ACTION 2 – Develop a new Membership Policy and Strategy that can guide IUCN’s organizational evolution until 2020. Ensure that it is aligned with agreed actions arising from the Commission Review 2008 and that both are aligned with the next IUCN Strategy 2009–2020.

PRIORITY ACTION 3 – Use the IUCN Strategy 2020 and the Action/Business Plan 2009–2012 to develop an engagement process with the Framework Donors and potential new donors at a high level. The purpose would be to lay out the longer term vision for IUCN supported by clear business and operational plans to achieve the vision, and to make the case for special funding to strengthen IUCN’s critical organizational systems in the short term.

PRIORITY ACTION 4 – Start to implement the change management process in the Secretariat in 2008 and use it to demonstrate to members, Commissions and donors that the leadership of IUCN is committed to change and that change is possible.

Finally, the review team is convinced that IUCN’s value does not lie only in its past successes but even more in its future potential. The world is facing an escalation in the loss of biodiversity and the increasingly unsustainable use of natural resources. IUCN’s mission and work is even more relevant today than when IUCN was founded nearly 60 years ago.

Part II: Summary of Volume 2 – Report on IUCN Membership

Introduction

This report is part of the External Review of IUCN 2007 and provides an account of the review findings in relation to Objective 1: To assess IUCN’s added value to its members.

Interviews were conducted with 85 representatives of 76 members in all categories of membership and across all IUCN regions; and with 84 people including Council members, staff and partner organizations. In total, 169 people were consulted for this component of the review. Extensive reference was also made to the Member Survey 2007 and to relevant documents.

Member expansion

Membership in IUCN has been expanded in the last 20 years, particularly since 1995 in accordance with the *Strategy for IUCN* (1994). Since 1989 overall membership has grown from 638 to 1074 (almost 63% increase). In the same period State membership has grown from 58 to 83 members (43% increase) and national NGO members have increased from 289 to 765 (165% increase).

Not only have the numbers of members increased, but the balance between State members and national NGOs has shifted significantly as proportionally many more NGOs joined the Union. Also in accordance with the *Strategy for IUCN* (1994), more members today are based in low and middle-income countries than in OECD and other high-income countries. Members based in the South have increased from 40% to 55% in 1994–2007. The increasing diversity among members – in their priorities, needs and capacities – is a major challenge for the Union.

Membership Recruitment and Retention Guidelines (2005) were put in place to respond to questions raised in the IUCN External Review 2003 and are intended to set out targets and growth scenarios for

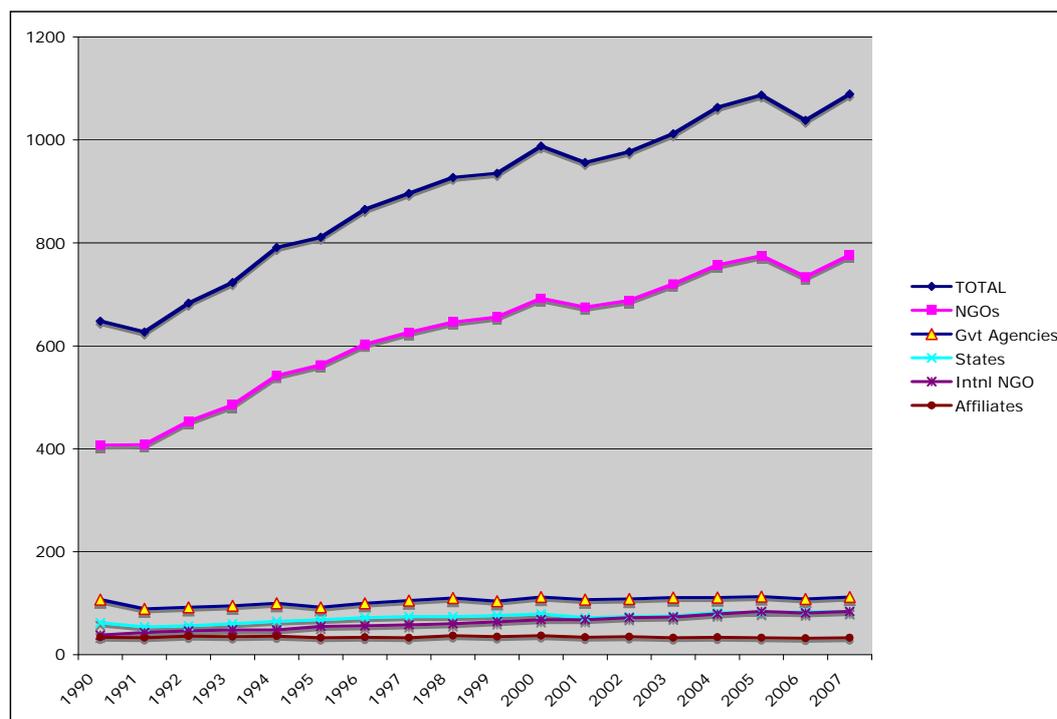
expanding the membership by 2008. Just over 78% of the total increase in members (265 members) between December 1994 and June 2007 occurred in the NGO category (207 members), many of which are levied membership dues at the lower levels (Figure 1). This expansion appears to have taken place without much discussion on *why* IUCN should expand at such a fast rate, or whether expansion should be based on areas of high biodiversity or where there are major threats to biodiversity.

There are some more fundamental concerns about the membership targets and with the expansion strategy itself. Despite significant efforts on the part of the Secretariat staff responsible for member relations, recruitment of state and government agency members is falling short of the targets. As the IUCN Programme evolves towards more focus on economic and social issues faster than does the membership profile, it is likely that the engagement of members will be even more challenging to achieve.

Financial model

Membership dues provide about CHF10–11 million per year. This represents 66% of the unrestricted income available to IUCN and is equivalent to about half of the Framework Donor funds. Despite representing only 10% of the total budget, most of which is restricted to specific projects, members' dues are critical to the operation of IUCN because they are a large part of the unrestricted income.

Figure 1 – Numbers of IUCN members by category 1990–2007



However, the distribution of the sources of income from member dues poses several challenges. About 70% of the membership income in 2005 came from only 4% of the members (31 members) who pay dues >CHF100,000. At the other end of the scale, 90% of the members pay <CHF10,000 of which 64% are paying <CHF1,000. This means that 64% of the membership is paying fees that may not even cover the “per member” costs to IUCN¹. The proportion of the membership in this lowest category is increasing compared to other members.

Thus the financial model of IUCN as a *member organization* relying on dues for much of its core income is looking increasingly shaky in a world where member expectations for services have escalated along with the costs to IUCN of providing those services; and each additional new member

¹ IUCN has not done a recent analysis of costs on a “per member” basis but it is reasonably estimated to be >CHF1000 in 2005.

based on recent experience is more likely to add to the debit rather than the credit side of the financial ledger because they are in the lowest categories of the dues schedule. However, the financial model does not take account of the large but incalculable in-kind contributions of members to the work of IUCN through volunteerism, policy and other support.

Membership turnover

At the same time, many members are finding it difficult to pay the annual dues and any proposal to increase the minimum level of the IUCN Dues Scale is likely to cause hardship and increased rates of rescission particularly among those very members – States and members in the South – which IUCN has been seeking to attract since its Strategy for IUCN was adopted in 1994. With rapid expansion has come an increase in member withdrawals and rescissions due to budgetary difficulties and other reasons. Despite heroic administrative efforts on the part of the Secretariat to collect fees, the percentage of dues received within the invoiced year has declined from almost 100% in 1990 to about 80% in 2003.

Regionalization and Decentralization

Regionalization of the Secretariat and the Commissions was a key plank in the *Strategy for IUCN* (1994). Its main purpose was to build closer linkages with members and partners who were already spread throughout the regions. Regionalization of IUCN was largely implemented through decentralizing the Secretariat. With it has come an enormous growth in staff and increased organizational complexity. Staff at headquarters has grown from 48 in 1985 to 130 in 2007 (an increase of 170%) and in the regions from 44 in 1985 to 1010 in 2007 – a large increase of >2000%. Today regional staff is based in 62 locations.

The regionalization strategy was intended to strengthen the Union. However the rapid growth in the Secretariat staff especially in the regions (driven in part to manage and implement development projects funded largely by ODA) was not accompanied by organizational systems and infrastructure to support communications and collaboration across the enlarging component parts of IUCN.

Commissions

Except for the two largest Commissions, SSC and WCPA, where there is a high overlap between IUCN members and Commission members, most members are not actively involved in the work of the Commissions. It doesn't seem to matter whether a member is a State member, government agency, national NGO or INGO, or works mainly in English, French or Spanish – the probability that they will engage with the six Commissions is the same.

According to the IUCN Member Survey 2007, the Commissions that engage with the largest numbers of members are WCPA (73% of members involved) and SSC (68% of members involved). For the other four Commissions, the percentages are reversed with the majority of members reporting that they have **no** involvement with them (60% reporting no involvement with CEM and CEC and 70% having no involvement with CEESP and CEL).

However, the *level* (or intensity) of engagement between members and the Commissions is low. Only 10% of members responding to the IUCN Member Survey say that they are *very involved* with CEC, CEESP or CEL; 20% are *very involved* in CEM; 25% in SSC and 30% in WCPA. This leaves a lot of members who are little engaged.

Our interviews with members, which were confirmed in the Member Survey, showed that the engagement between members and Commissions was usually the involvement of people in the member organization *acting in their individual capacities, rather than representing the interests of the member institution*. While this may seem self-evident, since Commissions are networks of individual experts and IUCN members are organizations, it is a challenge to ensure strong links between the different parts of the Union. Commissions are generally not strengthening member organizations as much as they might because they are not always embedded institutionally in member organizations. For the most part, information from the Commissions flows to just those individuals within member organizations who are Commission members. Where the member organization organizes itself to

effectively share that information across its own structures, it has a strong advantage. There is also likely to be less rescission (loss) of members leaving the Union.

If the Commissions are unable to systematically link directly with IUCN members, neither is the Secretariat able to play the role of effective broker between Commissions and members. Thus the potential value-added to members of having Commissions in the same Union is not as well supported as it could be by the present organizational structures and communication systems of IUCN.

Secretariat

IUCN is extremely fortunate to have a highly professional, hard-working and dedicated staff in its Secretariat that struggles to achieve miracles within severe constraints of staff time and money. Regional Offices are the frontline in terms of member relations and they also do what they can with the tools and resources available. But for a long time IUCN has under-invested in those components of the Secretariat that are most critical to engage members strategically and to serve them through the provision of the services that they want. These components include dedicated staff time; communication and knowledge management tools; and organizational structures and processes. IUCN promotes its 1000-plus members as a key plank in its value-proposition to members and to its donors. In all its strategy and programme documents, it says that *it works for, with and through its members*. This has created a gap between what the members expect and what the Secretariat can deliver.

The change management process being led by the Director General is a very important initiative. If successful, it should not only provide some of the key tools needed such as clearer guidelines and performance standards, together with performance-based rewards and sanctions. It will also reward those members of the Secretariat who perform well in collaborating with members, some of whom feel their efforts have so far gone largely unrecognized. The change management process is not just about new rules and organizational charts. To be successful, it must reinforce better communication and collaboration within the Secretariat and eventually, to the way in which the Secretariat engages with members and Commissions and manages its networks and external partnerships. At a deeper level, what is needed is a transformation in organizational culture to one in which the contributions of members and Commissions are genuinely valued.

Partnerships

IUCN is involved in many partnerships and alliances but it lacks some of the essential systems to make partnership management a consistent success story for IUCN – and thus a key element in the value it provides to members. Success and failure is presently too *ad hoc* and almost entirely dependent on the skills and resources of individuals. The systems are not yet in place to support alliance managers. Even within the Secretariat, IUCN does not provide the necessary staff training, organizational support and information tools, ‘best practice’ policy and procedural guidelines, and feedback through monitoring and reporting systems that could help IUCN be a learning organization for how to best manage its partnerships. Yet everyone recognizes that the future of IUCN will be critically dependent on how well it can attract and manage broad coalitions of partners. Managing alliances should therefore be a part of the change management process for the Secretariat, and eventually for the Commissions and members.

Knowledge management

Knowledge management is central to many of the problems that IUCN faces in serving its members. The current state of its Management Information System (MIS) and knowledge management is hampering its efficiency and effectiveness as an organization, and preventing it from serving and engaging members as well as it should.

Table 1 – Main review findings on IUCN members

1	Members strongly support the present formulation of the IUCN Mission that links conservation and the sustainable and equitable use of natural resources. However, any further shift towards a sustainable development focus, if it is seen to be at the expense of being a leading voice for Nature, is likely to lose some support among the current
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	membership.
2	National and Regional Committees could potentially play a stronger role as platforms to connect and engage members, and to extend IUCN's policy influence at national and regional levels.
3	IUCN must develop better mechanisms to achieve the benefits of having Commissions and members in the same Union.
4	There is a gap between IUCN's strategic intentions and member expectations on the one hand and Secretariat capacities and priorities on the other.
5	Members have different priorities from those reflected in the Secretariat.
6	Organizational systems and operational procedures within the Secretariat need to change if "membership engagement is everyone's business".
7	Members look to IUCN for networking so IUCN should strengthen its capacity to support members to work together and with the Commissions.
8	IUCN publications are highly appreciated by members and their value could be further increased.
9	Most members are only marginally involved in the IUCN Programme, and do not see it as driven and "owned" by members.
10	The gap between member profile and programme is widening. The 2009–2012 Programme requires more expertise in areas that do not match the skill and interest profiles of the majority of members.
11	Some members are critical of the way the Secretariat delivers the Programme citing competition with members and working outside of its technical expertise.
12	Members want to be able to play a larger role in IUCN policy setting than they currently do.
13	Members look to IUCN for support in policy work
14	The three core elements in IUCN's value proposition to members are: networking, IUCN's convening power, and governmental and non-governmental members sharing the same platforms from local to global levels.
15	Many of IUCN's strengths and weaknesses are the same in 2007 as in 1994 with organizational weaknesses deepening.
16	IUCN can do better to support good management of its partnerships and alliances.
17	The Membership Strategy 2005–2008 has not been made operational with specific objectives and performance measures. For the most part it has not been implemented, and with the exception of the IUCN Member Survey, little effort has been made to measure results.
18	The membership strategy and recruitment and retention guidelines need revision based on a rethinking of IUCN's membership policy as an integral part of IUCN's strategy for the future of the Union.

Improved knowledge management is no longer an option in IUCN. While important new initiatives are now underway, such as the MIS initiative and the registration system for Commission members (CoReg) upgrading core organizational systems must still be a priority for IUCN. Other reviews, including external audits, have pointed out that IUCN is lagging behind other organizations in knowledge management.

IUCN still lacks the basic tools for strategic engagement with its members. One of the most critical is a complete, functional and interactive database that can be used by the Secretariat to target communications to members with particular interests and skills and thus support networks or communities of practice across the Union that link members and Commissions within the framework of the IUCN Programme.

Strengthening the IT backbone of IUCN and its information systems should be part of a much larger package of reforms in how IUCN deals with knowledge and with its 'partners in knowledge'. If IUCN is to remain competitive, it needs to rethink its knowledge management *policies* and open up access to tools like the Knowledge Network. In other words, while putting in place immediate reforms, IUCN should also 'think big' for more fundamental changes to how IUCN conducts its business as a knowledge organization over the medium to longer term. Some investments are now so critical to IUCN's future performance that they should be priorities for resource re-allocation even within existing budget frameworks

Services to members

In the 2007 IUCN Member Survey, members were asked about which services were important to them and how satisfied they were with what they received. Members consistently ranked IUCN publications as the most important service that IUCN provides to them. Of the 70% of members who said that IUCN publications were very important to them, 84% expressed themselves as satisfied with the publications they received. After knowledge products, networking and involvement in IUCN's policy activities are ranked as important to members whatever their region or member category.

However, a significant number of members are dissatisfied with the very services from IUCN that *they deem to be most important to them*. Of the 50% of members for whom policy work within IUCN is important, only 55% said that they were satisfied. Similarly, of the 49% of members who say that receiving expert advice on policy-related conservation issues is *very important* to them, 54% say that they are dissatisfied. These high rates of dissatisfaction among those members who look to IUCN for policy advice or collaboration should be of concern to Council and to the Secretariat.

Member engagement in IUCN Programme

The findings of the IUCN Member Survey and this review support the conclusions that while there is engagement with members, it is generally at a low level. Many (but not all) members would like to be more involved with IUCN Programme. From our interviews, it is clear that members generally see the Programme as conceived, led and primarily implemented by the Secretariat rather than by members. Even those members that are actively involved in projects at the local level tend to regard the Programme as one that is designed and orchestrated by the Secretariat.

To sum up the pattern of member involvement in the 2005–2008 Programme: for each thematic area, there are a very few members who are actively involved; a much larger group who are marginally or passively engaged; and (except for *Protected Areas* and *Species*) 20–45% of members who say that they are not at all involved. While the numbers are definitely higher for member involvement at the regional level, the pattern remains the same.

Are these numbers acceptable? How have they changed between the intersessional period 2005–2008 and the previous one? What are the longer-term trends? How has member participation changed as the number of members increased dramatically in the last decade? Unfortunately, we don't have the answers to these questions because IUCN has not set targets for member involvement nor measured its achievements before the recent Member Survey 2007.

Engagement with members is particularly low for those thematic areas that are to play a larger role in the next IUCN Programme. Even if a determined effort is made to bring more members with the missing skills into the Union, this is not likely to be fast enough or in sufficient numbers to change the member profile in time for the 2009–2012 Programme. There is also the real challenge of finding new members with competence in economic policy or energy systems that also have a mission focus on nature conservation, and who are interested in joining IUCN. This means that increasing the involvement of members in the new Programme will be an even greater challenge than it is today. Yet the majority of members want more involvement with IUCN than they presently experience, not less.

Member engagement in Policy

IUCN is seen as an important leader in international policy fora. Of those members interviewed who have strong capacity for *international* policy, most would like to be more engaged with IUCN in influencing policy and developing the positions that IUCN takes in international fora.

Members, particularly State members and government agencies in low-income countries, report that they have been helped by IUCN to develop and influence policy at the *national* level. IUCN's knowledge products, especially Guideline documents from Programme initiatives like WANI, and the Red List, play an important role in helping members to adopt certain policies, as do site-specific data collected as part of field projects.

IUCN could do more to support members in policy influence by increasing the sharing of information and policy experience *between* member countries, particularly within a region so that members do not have to reinvent the wheel or miss the opportunity to build on one another's experience.

Members can also play a role in monitoring the effectiveness of Conventions within countries. IUCN is very present at the agenda-setting stage but much less effective at implementation and monitoring and evaluation of policy. Working through its members would be one way for IUCN to extend its policy work on the ground.

IUCN has done less than is needed or wanted to help members to build their own capacities for policy work, particularly for members in low-income countries. At the end of the day, sustainability in national and regional policy initiatives can only come if members are engaged at the front-line since they are the ones who will remain active in countries after the IUCN project or activity has ended. Building member capacity for policy development is critical to the overall policy influence of the Union.

Value proposition to members

From our interviews with members, there appear to be three essential, interrelated elements at the core of why members value IUCN. These three elements – access to networks; part of a global conservation movement and a prestigious international organization; and bi-cameral membership that includes both State members and government agencies on the one hand and national and international NGOs on the other – together make IUCN a uniquely valuable organization for its members. This bi-cameral membership structure is important at both national and international levels, particularly because it allows IUCN to provide platforms where governments and civil society organizations can come together as members and can discuss issues and search for solutions.

The reality is that IUCN members are very different in their needs, capacities and expectations when they join IUCN. Member organizations also change through time. IUCN needs a differentiated strategy in how it serves members because their needs and capacities are so variable.

The Membership Strategy 2005–2008

The Membership Strategy was prepared in 2003 following the recommendations of the External Review 2003 that called for a more strategic approach to membership in IUCN.

There are four main objectives for the intersessional period 2005–2008. For each objective, the strategy provides a rationale, the main strategic issues to be addressed, and the results to be achieved for the intersessional period 2005–2008. For the most part, the strategy was not operationalized and its key results were not achieved, mainly due to constraints of staff resources and adequate ICT and information systems, but also because it does not appear to have been a high priority for senior management.

Underlying the current Membership Strategy 2005–2008 is a set of policy assumptions about how to optimize IUCN's influence. One is to increase the membership, especially State and government agency members and BINGOs². Another is to increase the spread of members to countries where there is currently no member with the objective of increasing the percentage of countries that are IUCN members at the Conference of the Parties to the Multilateral Environmental Agreements like CITES and the CBD where IUCN plays a key policy setting role.

If it were to be achieved, this last target would create a thinner IUCN presence in more countries instead of more depth in fewer countries. However, where there are several IUCN members in one country a national committee is more likely to be established. Members see IUCN national and regional committees as providing politically neutral knowledge-based platforms where governmental and NGO members can work effectively together. In that respect, countries where there are only one or two IUCN members are at a disadvantage. IUCN may be making a trade-off between positioning and influence at international level and policy influence at national and regional levels.

² Big and Influential Non Governmental Organizations

Whether these arguments have any merit is less important than the need to have a major discussion in Council on membership policy as part of the development of the next *IUCN Strategy 2020* and before setting new targets for increasing the membership for 2009–2012. It is important that in the run-up to the World Conservation Congress 2008 strategies are not written before the policy frameworks that should guide them are thoroughly discussed. Ideally, the process for developing the next membership strategy should include more consultation with members and with member committees. It will also take leadership from Council and the Director General to ensure that the vision and policy for membership are consistent with the overall vision for the future directions of the Union.

The review has questioned some of the specific goals in the current membership strategy, including that of income generation, since many new members may ‘cost’ IUCN financially more than they provide in dues. It has found that most of the targets established for 2005–2008 have not been reached.

The IUCN Member Survey conducted in 2007 represents a major achievement on the part of the Membership Relations and Governance Unit and the Office of Performance Assessment. It provides a first benchmarking of the Secretariat’s performance in relation to membership relations and gives voice to members about their priorities and experiences. The supplementary analyses and reports by component programme and by region will provide a better basis for serving and engaging members than has been available until now.

The challenge for IUCN is whether it is willing to reconsider the strategies that have led to the present situation and to make the changes needed to bring members back into the centre of the Union – in practice as well as in the Statutes. These are the focus of the findings and recommendations in this report.

Table 2 – Summary of recommendations

1	TOWARDS A NEW COMPACT WITH MEMBERS COUNCIL and the DIRECTOR GENERAL should consider the findings of this review on members, particularly with respect to the outcomes of the Membership Strategy 2005–2008, and provide direction for a future policy (or a new “Compact”) for the membership.
2	INCREASING THE ENGAGEMENT OF MEMBERS IN PROGRAMME Component Programmes should be asked to include in their workplans, planning budgets and reporting for 2009–2012 more information on how members will be involved in implementation of the Programme and staff should be rewarded for <i>successful member engagement</i> performance.
3	STRENGTHEN IUCN AS A KNOWLEDGE ORGANIZATION IUCN should strengthen its capacity in knowledge management, increase access to most of the Knowledge Network, and develop new policies and best practice for managing partnerships and alliances and facilitating networks.
4	IMPROVE SECRETARIAT SUPPORT TO MEMBERS The DIRECTOR GENERAL should put into place organizational changes and processes within the Secretariat to strengthen the Secretariat’s capacity to improve services and communications to members as part of the change management process.
5	REALLOCATE MORE RESOURCES FOR MEMBER SUPPORT The DIRECTOR GENERAL should make more financial and staff resources available within the Secretariat for member engagement and support, including support for the work of National and Regional Committees. This should include both headquarters and regional offices and administration and programme functions.
6	AN ACCOUNTABILITY FRAMEWORK FOR MEMBERS COUNCIL and the DIRECTOR GENERAL should develop an accountability framework and guidelines for members in the light of (1) changes to Swiss laws governing auditing in January 2008; (2) the Risk Register being developed for IUCN; and (3) any new ‘compact’ between members and the Union developed as part of the new IUCN

	Strategy 2009.
7	A NEW MEMBERSHIP STRATEGY FOR 2009–2012 COUNCIL and the DIRECTOR GENERAL should develop a new membership strategy based on consultation with the members and input from Commissions and the Secretariat. The strategy should be consistent with the new IUCN Strategy 2009.

Part III: Executive Summary of the Management Response to the 2007 External Review of IUCN (25 February 2008)

Background

Since 1991, External Reviews of IUCN have been carried out at the end of each intersessional period for the purpose of accountability to members, donors and partners and for learning and improvement. Co-commissioned with the framework donors of IUCN, the External Reviews are reported to the IUCN Council, the framework donors and to the members of IUCN at the World Conservation Congress, along with the management response from the Director General outlining the results the Secretariat aims to achieve in addressing the recommendations of the Review.

The Director General welcomes the External Review report and its recommendations, and acknowledges that the report itself provides more than the original terms of reference requested. We find the report to be well-written and evidenced, clear in its recommendations and a sound basis on which to set our organizational change agenda for the next four years. The Director General is prepared to lead an extensive Change Management Process, one that will address the recommendations of this review and beyond to include recommendations from recent processes such as the Regionalization and Decentralization Review, the One Programme Working Group and the Council-commissioned Discussion Paper on the Future of the IUCN Commissions.

This executive summary responds to the four main priority actions recommended by the External Review and should be read alongside the more detailed management response.

Objectives of the External Review of IUCN

The External Review started with the following objectives:

1. To assess the value added of IUCN to members in the South;
2. To assess IUCN's programme delivery in building the case for linking conservation to livelihoods in Africa;
3. To assess the extent to which IUCN's Programme links policy from local to global levels, and vice-versa, by comparing a specific set of themes (water and marine themes).

In addition the Steering Committee and the Director General encouraged the Review Team to address the overarching issues facing IUCN.

Structure of the External Review Report and its Findings and Recommendations

The External Review report is structured as such:

- Volume 1: Synthesis of Findings and Recommendations with detailed Annexes on Linking conservation to livelihoods in Africa and Linking practice to policy
- Volume 2: Report on Members

All of the main findings and recommendations are contained in Volume 1. The evidence supporting findings and recommendations is contained in the Annexes to Volume 1 and in Volume 2.

The Synthesis of Findings and Recommendations discusses the recommendations around the three objectives as well as around the overarching issues facing IUCN. There are 77 recommendations, structured into 12 major topical areas.

As requested by the framework donors, the Synthesis also identifies the four most important and immediate recommendations that IUCN should implement first:

1. Undertake a meta-review of all the reviews and strategies IUCN has done over this intersessional period and produce (1) an analysis of where they are mutually supportive and where they are inconsistent; (2) rationalize the recommended actions into an integrated and streamlined Action Plan 2009–2012 that will underpin the next IUCN Strategy; (3) produce an operational/business plan with agreed priorities based on sound financial analysis and (4) assign resources and specific responsibilities for achieving the different components of the plan.
2. Develop a new Membership Policy and Strategy that can guide IUCN's organizational evolution until 2020. Ensure that it is aligned with agreed actions arising from the Commission Review 2008 and that both are aligned with the next IUCN Strategy 2009–2020;
3. Use the IUCN Strategy 2020 and the Action/Business Plan 2009–2012 to develop an engagement process with the Framework Donors and potential new donors at a high level. The purpose would be to lay out the longer term vision for IUCN supported by clear business and operational plans to achieve the vision, and to make the case for special funding to strengthen IUCN's critical organizational systems in the short term;
4. Start to implement the change management process in the secretariat in 2008 and use it to demonstrate to members, Commissions and donors that the leadership of IUCN is committed to change and that change is possible

Responding to those four priority recommendations is the primary focus of this executive summary. It would be premature to discuss the response to the 46 detailed recommendations until the consultation process, including the discussion in Council, is complete.

Responding to the Priority Recommendations

A slight reordering of the priority recommendations is necessary to show how IUCN is prepared to respond.

Implement a change management process

The IUCN Organizational Development and Change Management Process is being spearheaded by a Change Leadership Team headed by the Director General, in close association with the Global Management Team (GMT), other members of the Secretariat, Council, Commissions and the membership. The process will be assisted by an external adviser on organizational development and change processes.

The timeline for this change management process will be 2008 to 2010, with recommendations made to the DG or the Council, (as appropriate) on specific issues followed by immediate implementation when possible, or, if required, proposals formulated to 2012 Congress to change the Statutes and Regulations. The first meeting of the new Council in 2009 will be a very important step in this process, to get their buy-in to the change management process.

The change management process will be monitored and reported upon at each of the Council meetings in the intersessional period to the 2012 Congress. Overall responsibility for change management and achievement of results rests with the Director General and for those on the change management team with specific responsibilities.

Align all of IUCN's strategies, plans and working groups into a single change management process

The External Review recommends that the Secretariat undertake a meta-analysis of the reviews and strategies undertaken over the past intersessional period in order to ensure they are well-aligned. We propose to take this one step further, and make this the first and foremost priority of the change management team.

Under the regionalization and decentralization process, IUCN undertook considerable work to understand and align the various reviews, strategies and processes that evolved over the years. This was a far-reaching review and resulted in a proposed agenda for organizational change that was largely taken up in the Director General's paper on Strengthening IUCN. The change management team will build on that existing body of work to include reviews, strategies and processes undertaken since. This group will also link and mutually reinforce Council working groups, such as the One Programme Working Group. The guiding principle of change management will be to integrate all change processes into a single process.

An important aspect of this process will be on strengthening IUCN's organizational processes and systems, including the Management Information System Transformation and all of the associated practices and processes that accompany that project.

Develop a new Membership Policy and Strategy

IUCN of course agrees that a new Membership Policy and Strategy is necessary, with the following pre-requisites:

- A clear understanding of the implications of changing the Membership policy, including opening up Membership to new types of Members and the financial implications of Members for IUCN;
- Building upon the Membership survey and External review, a segmented and deeper understanding of what various types of members want, segmented by north and south, large and small and membership type, in order for the Policy and Strategy to properly respond to the specific needs of Members and the reasonable capacities of IUCN to deliver;
- Cases from across the Secretariat to show how Members can be engaged in joint project implementation, policy work, capacity building and convene platform, as the basis for deriving best practice in Member engagement.

Concurrent to this must be the development of an information technology (IT) platform that will allow the three pillars of IUCN – Members, Commissions and Secretariat – to effectively and efficiently connect demand to expertise and manage relationships. The current infrastructure is inadequate to the task, and the datasets have not been adequately populated with the data necessary to serve those functional needs.

IUCN will also commit to monitoring and oversight of the implementation of the IUCN Policy and Strategy, build reasonable expectations with Members and in the terms of reference of component programmes and individual workplans. IUCN will not make unreasonable promises or demands on its Secretariat, thereby raising unreasonable expectations with the Membership.

Secure a short-term, one-off resource infusion to strengthen core organizational capacities

We agree with the External Review that an investment in core organizational resources, including knowledge management, management information systems, communications, staff development, Commission support, strategic influencing, performance assessment and monitoring and evaluation, is sorely lacking, however we recognize approaching our framework donors as one possible solution to the challenge.

Instead, we propose that in addition to the recommendation of convening donors at a high level to showcase our new Strategy and Programme, as a means to that end, we propose to also implement the recommendations under “transforming the project portfolio” and “diversifying the funding base and development new partnerships” from the Synthesis Report as another means.

The measures recommended under “transforming the project portfolio”, particularly around properly aligning projects to programme goals in the format of the Livelihoods and Landscapes and the Water and Nature Initiative, as another means of triggering investment in core organizational capacities that can lead to a critical mass and economies of scale. In both programmes projects and a coordination structure are aligned into a single structure that permits specialization of functions, in particular for monitoring and evaluation, knowledge management and communications. We are in the process of developing other initiatives with a similar approach in the fields of energy and climate change.

Under “diversifying the funding base and developing new partnerships” we are already starting to see some success in attracting new framework donors, finding support from innovative partnerships and the private sector. The draft Strategy that IUCN is preparing is quite clear in targeting innovative financing mechanisms. Implementation of the Strategy, including diversifying the funding base, will be monitored closely in the coming months and years. We are, in particular, aiming for stronger inputs from philanthropy and developing additional agreements with key multinational companies. The Director General is particularly involved in these activities.

We believe that the combination of all three approaches will yield the necessary resources, but it will take a concerted effort to achieve success using all three approaches.

Responding to the specific recommendations

Detailed responses to specific recommendations can be found in the detailed management response, available from the Secretariat. The Change Management Process is aligning the recommendations of this review to ongoing processes on restructuring the Secretariat, implementing the ‘One Programme’ concept in practice, strengthening relations between members, Commissions and Secretariat and strengthening core organizational processes such as communications, knowledge management and monitoring and evaluation.

IUCN Publications 2005–2008

2005

Activity report 2004: information for members. IUCN Centre for Mediterranean Cooperation, 2005

Agriculture in the lower Mekong basin: experience from the critical decade of 1966-1976. IUCN, 2005

Análisis de actores de la región hidrográfica Cara Sucia-San Pedro Belén, Ahuachapán. UICN ORMA, 2005

Les animaux dans les situations d'accueil de réfugiés: un manuel pratique pour une meilleure gestion des activités d'élevage. IUCN, UNHCR, 2005

Annual report 2004 Regional Office for West Africa. IUCN ROWA, 2005 [Separate edition in French]

Approaches to sustainable wetland resource management. IUCN Bangladesh, 2005

Aproximación a la valoración económica del agua en la zona Sur de Ahuachapán, El Salvador. UICN ORMA, 2005

Awareness raising in sustainable floodplain resource management. IUCN Bangladesh, 2005

Awareness raising in sustainable haor resource management. IUCN Bangladesh, 2005

Badin Education Plan (Sindhi). IUCN Pakistan, 2005

Baira: the floating gardens for sustainable livelihood. IUCN Bangladesh, 2005

Balancing the returns to catchment management: the economic value of conserving natural forests in Sekong, Lao PDR. IUCN Ecosystems and Livelihoods Group Asia, 2005

The beginning of the ENA FLEG [European and Northern Asia Forest Law Enforcement and Governance] process in Russia: civil society insights. IUCN Office for Russia and CIS, 2005

Benefits beyond boundaries: proceedings of the Vth IUCN World Parks Congress. IUCN, 2005 [Separate editions in French and Spanish]

Bilan et analyse des expériences de partenariat en gestion forestière dans le bassin du Congo. UICN BRAC, 2005

A biodiversity status profile of Anawilundawa sanctuary - a Ramsar wetland in the Western dry zone of Sri Lanka. IUCN Sri Lanka, 2005

A biodiversity status profile of Lunama, Kalametiya wetland sanctuary. IUCN Sri Lanka, 2005

Café con sombra y alternativas para reducir la presión del cambio del uso del suelo en la zona Sur de Ahuachapán, El Salvador. UICN ORMA, 2005

Catchment ecosystems and downstream water: the value of water resources in the Pangani basin, Tanzania. IUCN Ecosystems and Livelihoods Group Asia, 2005

Caudal: elementos esenciales de caudales ambientales. UICN ORMA, 2005

Centroamérica en el límite forestal: defasíos para la implementación de la políticas forestales en el Istmo. UICN ORMA, 2005

Colección editorial: la UICN pone a disposición su colección editorial de 1988 a 2005. UICN ORMA, 2005

Community based plantation in floodplain areas. IUCN Bangladesh, 2005

Comprehensive options assessment for electricity sector in Nepal: dialogue on dams and development in Nepal. IUCN Nepal, 2005

Conceptualización de caudal ambiental en Costa Rica: determinación inicial para el Río Tempisque. UICN ORMA, 2005

Conceptualization of environmental flow in Costa Rica: preliminary determination for the Tempisque river. UICN ORMA, 2005

Conservation and development interventions at the wildlife/livestock interface: implications for wildlife, livestock and human health.

Proceedings of the Southern and East African experts panel on designing successful conservation. IUCN, 2005

Coral reef resilience and resistance to bleaching. IUCN, 2005

Dams in Nepal: ensuring compliance. Dialogue on dams and development in Nepal. IUCN Nepal, 2005

Débit: les débits environnementaux, ce qu'il faut savoir. IUCN, 2005

Depend on nature: ecosystem services supporting human livelihoods. IUCN, 2005 [Separate editions in French and Spanish]

Développement durable de l'aquaculture méditerranéenne. IUCN Centre for Mediterranean Cooperation, 2005

Développement durable de l'aquaculture méditerranéenne: conclusions de l'atelier de Sidi Fredj, Alger. IUCN Centre for Mediterranean Cooperation, 2005

District education plan for Badin (2005-2009). IUCN Pakistan, 2005

El estado de los recursos hídricos en la región hidrográfica Cara Sucia-San Pedro Belén en la zona Sur de Ahuachapán (recopilación y análisis). UICN ORMA, 2005

En busca de una distribución equitativa de los beneficios de la biodiversidad y el conocimiento indígena. UICN ORMA, 2005

Environmental flows: rapid environmental flow assessment for the Huong river basin, central Vietnam. IUCN Vietnam, 2005 [Separate edition in Vietnamese]

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A 2020 Vision for IUCN ***A Global Union for Sustainability***

Summary of IUCN's Strategy 2009–2020
April 2008

This document is a brief summary of a Strategy for IUCN to the year 2020 prepared by the Director General in consultation with members of the Secretariat and the wider IUCN network. The full text of this living document, which will continue to be sharpened and updated with inputs from the IUCN network and its partners, is available on IUCN's [website](#).

Introduction

Since the first IUCN strategy was released in 1995 human society has changed dramatically in ways hardly imaginable 18 years ago. We live in an interconnected world – environmentally, financially and electronically – and the challenges of the 21st Century compel us to reassess our role as a union, our “value proposition” and the demands from the broader society, as well as to determine how to evolve as an institution to better serve those demands. It is time for a new IUCN strategy.

The starting premise for IUCN's 2020 strategy is to recognize that while we are already doing good and valuable work, there are now many other organizations working on similar issues, and that we will need to undertake a significant change process, building on our strengths, if we are to meet the challenges we are facing. This document therefore is based on the solid foundation of earlier institutional strategies and on the progress of recent years. It also incorporates the lessons learnt from several reviews and evaluations of the work of the Union and in this way, aims to help IUCN to leap forward by better utilizing its main assets – its wide networks of members and Commission experts, its staff within its worldwide Secretariat and its constituency of governments and private bodies.

IUCN's Vision: A just world that values and conserves nature

IUCN's Mission: Influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure any use of natural resources is equitable and ecologically sustainable.

Our vision and mission remain relevant in a rapidly changing world, but if we are to deliver these ambitious aims we need to vastly expand IUCN's ability to influence change to enable humankind to live sustainably with the natural world.

The overall objective of this strategy is to position IUCN as a global player in the fields of conservation and sustainability and ensure that this global platform offers value to IUCN members, Commissions, partners, and the world at large. The aims of IUCN's 2020 strategy are:

- To confirm IUCN's niche, mission and “value proposition” and to set a mid-term roadmap that guides its members, Commissions and staff, focuses its programme, defines changes in structure, governance and operations, priorities and approaches to work more effectively;
- To realize the potential of the Union's members, Commissions and other constituents.

The process for developing this strategy has involved:

- Advice and direction from IUCN's Council and its various sub-committees;
- Discussions with members, Regional and National Committees and Secretariat staff;
- Dialogue with IUCN's donors and partners;
- Consideration of the findings of various reviews of IUCN (2003 and 2007) and its Commissions (2003 and 2008) as well as the recommendations of various reviews of existing thematic and regional programmes and the Secretariat's regionalization and decentralization reviews;
- Analysis of the findings from surveys of members, donors and staff.

Executive Summary

Despite all of the activity in the environmental movement during the latter part of the 20th Century, we have come little nearer to answering the fundamental question of how to deliver sustainability. Change is needed in almost every aspect of the economy, in many aspects of human culture and society, and in the terms of engagement between humanity and the rest of the biosphere. Three dimensions of change stand out: first, the challenge of decarbonizing the world economy; second, the challenge of committing to justice and equity; third, the challenge of conservation, of standing up for life and the biosphere.

The International Union for Conservation of Nature and Natural Resources (IUCN³) is committed and fully involved in finding solutions to all of these challenges.

IUCN is a union of members, many of whom are at the forefront of action to conserve nature and natural resources. The role of the Union, as a collective entity, is to strengthen the capacity of its members and partners to achieve their goals, promote excellence, and by drawing the members together in a common endeavour, to provide a stronger and more authoritative voice for conservation than they could achieve separately.

IUCN's diverse membership confronts a wide range of ethical, social, economic, cultural and environmental situations and forces. Under such circumstances a uniform approach to conservation is neither feasible nor desirable. IUCN seeks to develop and promote a common understanding, to build bridges between governments and non-governmental organizations, between science, policy and practice and with the private sector.

Recent surveys and evaluations of IUCN confirm that its members and partners believe strongly in the concept and mission of the Union and reaffirm its importance in today's world. However, they also want significantly greater involvement with the IUCN Programme, its Commissions and its Secretariat. To address this over the coming years IUCN will strive to deliver on four major priority areas:

1. Strengthen the Union as a global bridge-building network

IUCN will revitalize its membership relations and enable its Commissions to meet new challenges. It will:

- Develop and apply a new Constituency Policy and Strategy that will guide the Union's organizational evolution until 2020;
- Focus on conserving biodiversity as the Union's heartland work as a basis for developing more effective and strategic interventions to support and influence the global sustainability agenda;
- Ensure access to the latest scientific developments (through our members, Commissions and partners) in order to be able to deliver credible science-based conservation;
- Ensure the culture change needed so that each component of the Union (members, Commissions and Secretariat) is contributing to the delivery of an integrated programme of work (the 'One Programme' concept).

2. Communicate conservation knowledge more effectively

IUCN will use the full potential of the latest technologies to spread its knowledge. It will

- Evolve its information technologies and information management systems to allow it to connect more effectively with its own community and with the outside world;
- Influence the broader political and economic world, based on the knowledge and experience from every corner of the IUCN community.

³ IUCN is usually known by the shorter version of its formal name: International Union for Conservation of Nature

3. Increase the Secretariat's effectiveness

Any organization the size and complexity of IUCN requires a core team of dedicated persons working solely in the interests of the Union. In the coming years, IUCN will:

- Make significant changes to its management systems to enable the organization to meet the expectations of its members, Commissions and partners to remain relevant in a rapidly changing world;
- Strengthen its presence in various parts of the world so as to ensure connectivity with problems on the ground;
- Ensure that its Secretariat has the appropriate technical, collaborative and multi-cultural talents to adequately serve IUCN's mission.

4. Secure and diversify funding

IUCN has found the necessary resources to carry out its work in past years and has recorded a steady increase in both income and expenditure. This is mainly due to a number of long-term financial (framework) agreements with several government development agencies and one foundation (MAVA). However, the available funding and choices about spending priorities have limited IUCN's ability to become a vigorous membership and partner organization with a worldwide public reputation for its promotion of science-based best practice in sustainability. IUCN will therefore:

- Strengthen its fundraising ability to bring about a process that can provide IUCN with the additional funding it needs on a sustainable basis;
- Move from fundraising for local field project implementation to resource mobilization for policy and programme development, networking and membership support;
- Build up a sufficient reserve to provide security against risks and to undertake activities in new frontier areas.

The Structure of the Strategy

The overall objective of this strategy is to position IUCN as a global player in the fields of conservation and sustainability and ensure it operates as a global platform offering value to its members, Commissions, partners and the world at large.

This Strategy:

- builds on the strengths of the Union, especially its democratic processes and volunteer networks;
- recognizes that the members are the key constituents of the Union, and accordingly strengthens their involvement when it comes to determining the activities to be undertaken by the Secretariat and Commissions;
- emphasizes that IUCN must undertake an integrated programme (the "One Programme") based on the analysis of needs and priorities at sub-national, national, regional and global levels and implemented through the cooperative endeavours of the Secretariat, the Commissions and other networks, with and on behalf of the members;
- emphasizes the importance of synthesizing the results of the programme into policy recommendations, and to promote these at national, regional and global level in order to influence governance and action (the "policy-practice loop");
- recognizes the value of networking within the Union and with other entities;
- proposes adjustments to the functions of the Council, Commissions, Secretariat and other components of the Union in order to deliver our mission more effectively;
- emphasizes that the Secretariat and activities of the Union must continue to be decentralized, to regional and national levels;

- addresses the need for transformation of IUCN's management information and information technology systems; and
- addresses how more diversified funding sources should be pursued in order to support the work of the Union.

IUCN Multi-level Programmatic Strategy

IUCN has developed a multi-level programmatic strategy to be presented and discussed at the World Conservation Congress, Barcelona 2008. This set of documents has been prepared in close consultation with members, Commissions and partners and together, give IUCN a road map for the coming decades, covering the long-, medium- and short-term vision plans for the Union to achieve a *just world that values and conserves nature*.

a. Long-term vision: the Future of Sustainability

The Future of Sustainability is an international consultative process to support the development of a new sustainability vision and strategy relevant to the global challenges of the 21st Century. It is both conceptual and solutions-oriented in scope and being undertaken in partnership with some of the leading thinkers and institutions from around the world. Whilst the Future of Sustainability is in itself not IUCN's long-term strategy, it provides the basis on which IUCN will plan its long-term direction. A summary of the initiative is provided in [Annex 5.2](#) to this document. For more information, see http://www.iucn.org/Members/future_sustainability/.

b. Medium-term vision: A 2020 Vision for IUCN

This is the subject of this document, building on the recommendations of the Future of Sustainability process, the External Review of IUCN 2007 and other monitoring and evaluation documents, and taking into account the other managerial and structural processes currently in place in IUCN (Regionalization and Decentralization Phase II, Managerial Restructuring of the IUCN Secretariat, etc.) to ensure strategic and efficient delivery of the IUCN Programme.

c. Four-year vision: Shaping a sustainable future – the IUCN Programme 2009–2012

The IUCN Programme 2009–2012 – Shaping a sustainable future – provides the framework for planning, implementing, monitoring, and evaluating the conservation work undertaken by the Commissions and the Secretariat with and on behalf of members during the intersessional period 2009–2012. It is a result-based, demand-driven plan of action that addresses global issues, incorporates national level priorities, and provides a structure for detailed work plans for the Commissions, the Regional and the Global Thematic Programmes of IUCN. The IUCN Programme 2009–2012 was designed to provide focus for the Union to take action and engage with members, partners and other stakeholders and deliver concrete results for conservation and sustainability. A 4-year Operational Plan accompanies the IUCN Programme and provides detailed information on how the Programme and more broadly the IUCN 2020 vision will be delivered.

d. Bi-annual planning: Budgets and Workplans (1–2 years)

The 4-year plans form the basis for the development of annual/bi-annual work plans and budgets for all Component Programmes, including estimates of resources (human and capital) required to deliver the Programme Plan and achieve strategic objectives and targets. The annual workplan and budget are approved by IUCN's Council.

Although the World Conservation Congress is only required by IUCN's Statutes to look forward to the four years until the next Congress, it is hoped that members and other participants will wish to examine all of the aspects of our multi-level programmatic strategy and thus contribute to shaping IUCN's longer-term vision.

The Future of Sustainability Initiative

Introduction

During their first meeting in Gland in 2005, IUCN Councillors held a series of very searching discussions related to the role of the conservation movement in society, and their expectations for the Union over the next few years. At this time there was serious concern that conservation and the environment was slipping off the public policy agenda, that the concept of sustainable development had lost its meaning, that the conservation movement had 'plateaued' and was failing to respond adequately to 21st Century challenges such as climate change, globalization, poverty and continuing loss of biodiversity.

These discussions resulted in a mandate from the 63rd Council in 2005 to the Secretariat *"to review the conceptualization of conservation and sustainable development as it stands today, and to help set direction of the evolution of the field and serve as a clarion call for the Union, the environmental movement and society at large."*⁴

Although this is an ambitious goal it builds on the strengths and traditions of the Union, which has played a leading role in shaping new eras of sustainable development policy and practice for almost 60 years.⁵ The history of the concept of sustainable development itself is well documented as it has evolved from its first iterations in the 1970s to the well-known definition, framed by the Brundtland Commission in 1987: *"development that meets the needs of the present without compromising the ability of future generations to meet their own needs"*.⁶ What is less well known is that the *World Conservation Strategy*, published by IUCN, UNEP and WWF, provided one of the first definitions, intellectual frameworks and practical guidance for intergenerational sustainable development back in 1980.⁷

Given the unprecedented speed and scale of environmental change, the current human capacity to undermine basic life support systems and the severe impact on the lives of the most world's most vulnerable peoples, the International Union for Conservation of Nature is asking how it can raise its game to meet new 21st Century environmental and sustainability challenges.

The Future of Sustainability Initiative

The Secretariat launched the Future of Sustainability initiative in 2006 to respond to the Council's request. The initiative provides a platform for international and regional dialogue on new sustainable development thinking, and the role of the conservation and environmental movement in helping stimulate the changes needed to address the challenges.

While catalysed by IUCN, the initiative has sought to involve other major institutions in its review process. It is involving a wide range of NGOs, universities, think tanks, companies and foundations in its work, and is reaching out to many different constituencies in the global south and north: government representatives, economists, the social justice community, business leaders, young people, innovators as well as conservationists, and employing traditional forums as well as Web2 and mobile phone technologies in order to generate and share new concepts.

The ideas generated by the process will help inform the long-term direction of the Union; its medium-term strategy: A 2020 Vision for IUCN; the new IUCN Intersessional Programme 2009–2012 entitled "Shaping a Sustainable Future". The initiative is intended to generate a Challenge and Innovations Paper for discussion at the World Conservation Congress in 2008, and will help shape the Barcelona Commitments.

⁴ The 63rd IUCN Council 2006. Decision C/63/16.

⁵ For more information on the World Conservation Union see www.iucn.org

⁶ The World Commission on Environment and Development (1987): *Our Common Future*. Oxford University Press, Oxford.

⁷ IUCN, UNEP, WWF (1980): *World Conservation Strategy*. Living Resource Conservation for Sustainable Development. The International Union for the Conservation of Nature and Natural Resources (IUCN) Gland, Switzerland.

The Future of Sustainability initiative is supported by IUCN, UNEP, WWF, the Ford Foundation, the Christensen Fund and IIED, and has also involved participants from organizations such as: Anglo American; Conservation International; Christensen Fund; The Cropper Foundation; CIFOR; Development Alternatives: Earth Policy Institute; Ford Foundation; Grameen Bank; Holcim; HSBC; IIED; UNEP; University of Barcelona; University of Cambridge; University of Peking; University of William and Mary; Vitae Civilis; WWF International.

Stages in a Review Process 2006–2008

The Future of Sustainability initiative is fulfilling the Council mandate through a number of global and regional dialogues.

(1) 1st Global Sustainability Forum 2006: As a first step, the Union convened an international meeting of prominent thinkers in 2006 which reviewed society's progress towards sustainability and the main challenges facing humanity at the beginning of the twenty-first century. This generated a base document entitled "*The Future of Sustainability: Rethinking Environment and Development in the Twenty-first Century*" which was discussed by Council in May 2006. This document is now available in French, Spanish and Arabic, and is available on the IUCN website at: http://www.iucn.org/members/future%5Fsustainability/docs/iucn_future_of_sustainability.pdf.⁸

(2) E-Discussion Forum: Have Your Say! The Union subsequently hosted a global e-discussion on the main themes of this report, for all its members, Commissions, staff as well as the general public in the Autumn of 2006. These discussions, with 460 participants from over 70 countries, generated over 200 pages of comments. There was a great deal of support for the Union in providing a platform for this worldwide debate. Access to the e-debate can be found at: <http://www.iucn.org/members/future%5Fsustainability/>.

(3) Regional Membership Forums and Commission Meetings: The ideas generated through these debates were shared and reviewed with IUCN members through a series of regional consultations in 2007 which help raise awareness of new perspectives as well as integrate local and regional perspectives within a new era of sustainability thinking and practice.

2007

- South American Regional Membership Meeting, Ecuador: March 2007 (SUR)
- Peace and Sustainability Conference, Netherlands: March 2007 (CEESP)
- Regional Members' Meeting, Iran: May 2007 (WESCAN)
- Regional Membership Meeting, South Africa: May 2007 (ROSA)
- 10th Anniversary of West Africa Office: July 2007 (BRAO)
- Regional Membership Meeting, Costa Rica: August 2007 (ORMA)
- Meeting on New Learning for the Arab Region: August 2007 (CEC)
- Regional Membership Meeting, Congo: September, 2007 (BRAC)
- Ethics Workshop, USA: September 2007 (CEL)
- Regional Members' Forum, Nepal: September 2007 (ARO)
- 2nd Latin American Parks Congress, Bariloche, Argentina: September 2007 (WCPA)

(4) 2nd Global Sustainability Forum 2008: A further global meeting with sustainability leaders was held in early 2008, which helped consolidate these discussions and identify innovations and the next step change for the conservation community. It emphasized the challenges of decarbonizing the world economy, of committing to justice and equity, and of collaborating for change whilst protecting life and the biosphere.

(5) Connect2earth: On-Line Competition for Young People 2008. An on-line forum and competition for young people was launched in March 2008, in collaboration with WWF International in 2008, supported by Nokia. This will enable young people to post text messages, photos and short video clips on issues and solutions for the sustainability of the planet. Winners will be brought to the IUCN World Conservation Congress in 2008 to present their messages to world leaders.

⁸ Adams, W.M. (2006): *The Future of Sustainability: Rethinking Environment and Development in the Twenty-first Century*. The World Conservation Union (IUCN), Gland, Switzerland.

(6) Regional Sustainability Forums 2008. IUCN is planning two regional sustainability forums, in Latin America and North Africa, in collaboration with regional offices and regional think-tank institutions in 2008, to help integrate local perspectives into a new generation of sustainability thinking and practice, to encourage learning across knowledge silos, and to mobilize multi-stakeholder action and commitment.

(7) World Conservation Congress October 2008. The outputs from this review process will be presented as a Challenge and Innovations paper for debate with Councillors, members and partners at the IUCN World Conservation Congress in Barcelona and elsewhere in 2008. The review will help inform discussions in the Opening of the World Conservation Forum; a series of Sustainability Dialogues; and many of the elements that will constitute the Barcelona Commitments: a constellation of actions, new partnerships, and renewed energy and vision for the conservation and sustainability communities as well as citizens worldwide.

A New Generation of Conservation for Sustainable Development

The IUCN Future of Sustainability initiative suggests new ways in which IUCN can play a leadership role within the conservation sector in stimulating the changes needed to address global environmental challenges by helping to:

1. **Build a low carbon economy:** helping society make the shift to an equitable, low carbon economy through reducing emissions from land-use change, promoting carbon capture and storage, preparing for and adapting to extreme climate events, while continuing to tackle biodiversity loss.
2. **Encourage sustainable lifestyles:** developing new understandings and definitions of human well-being, and making the shift to sustainable lifestyles, and helping society tackle the challenges of 'affluenza' including unsustainable consumption patterns.
3. **Boost equity and empowerment:** understanding the links between power and ecology, and promoting rights-based approaches to conservation that prevent poor people being marginalized from natural resources and bringing them to the heart of decision making.
4. **Promote a new generation of sustainability science:** understanding the links between cultural and biological diversity in maintaining resilient societies; integrating knowledge across disciplines and encouraging broader public engagement in conservation and environmental science.
5. **Develop new markets and metrics:** including new tools which allow 'the economy to tell the ecological truth' by valuing ecosystem goods and services, metrics which integrate social and environmental values, and conservation standards for emerging markets such as biofuels.
6. **Promote collaborative governance:** strengthening IUCN's convening role in multi-stakeholder dialogues on resource management; developing accountable governance and re-engaging the broader environmental movement in a coherent political strategy for sustainable development.
7. **Communicate effectively:** developing new messages that highlight the positive links between biodiversity, livelihoods, prosperity and peace, delivering them to decision makers in ways that are easily understood and reaching out to new audiences, particularly young people through interactive media.
8. **Build alliances for sustainability:** encouraging learning and leadership for sustainability and supporting civil society and local government engagement in environmental issues; these groups are generating the energy, innovation and solutions needed to help reach the 'tipping point'.
9. **Boost green technologies:** rethinking production by supporting innovations that are inspired by nature (biomimicry) and supporting sustainable production and consumption in a post-oil world.

10. **Keep it simple:** There are no one-size fits all solutions to environmental problems, but IUCN can do a better job at translating conservation science into practical action and simple solutions.

Conclusion

The urgency and scale of global environmental challenges, particularly of climate change, and the failure to meet global development targets, are defining new questions and demanding new responses from the conservation and environmental community as well as society at large.

Some experts speak about the need to move to 'third generation environmentalism' to make more rapid progress towards sustainability.⁹ While first generation environmentalism focused on species, protected areas and habitats, and second generation focused on sustainable use, brown issues and integrated conservation and development, third generation environmentalism seeks to take messages about biodiversity to the heart of decision making: foreign policy, banking, insurance, business, retailing, sustainable lifestyles, in a language that is easily understood.

Given the prospects of billions more consumers and increasing human footprint on resources within the next few decades, advocates believe that moving to a new generation of mainstreamed approaches is the only way the environmental movement can effectively deliver its mission in the future, and that the community itself needs to evolve new ways of working and organizing itself in order to fulfil its vision and mission in contemporary ways.

While not giving up its values or heartland work, this new generation confirms a reorientation of the broader environmental movement. At the beginning of the twentieth century organizations which valued nature once stood apart from and represented a critique of modern industrial society. They strived to protect nature from society. At the beginning of the twenty-first century the survival of all species, including our own, may depend on closing the gap between nature and society, and bringing environmental values 'in from the wilderness', establishing them as the basis of a new economy for a sustainable future.

⁹ See <http://www.e3g.org/index.php>

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Reports from the Chairs of Commissions

Action Requested: The World Conservation Congress is requested to RECEIVE and CONSIDER the reports of the Chairs of the Commissions.

Background

The intersessional reports from the Chairs of IUCN's Commissions for the period 2005–2008 are attached as follows:

- Commission on Ecosystem Management
- Commission on Education and Communication
- Commission on Environmental, Economic and Social Policy
- Commission on Environmental Law
- Species Survival Commission
- World Commission on Protected Areas

Commission on Ecosystem Management (CEM) Report 2005–2008 by the Chair, Hillary Masundire

This report summarises some of the key activities, achievements and challenges of the Commission on Ecosystem Management (CEM) in the intersessional period 2005–2008.

The CEM Mandate

The World Conservation Congress in Bangkok approved the CEM Mandate with the **Mission**:
To provide expert guidance on integrated approaches to the management of natural and modified ecosystems to promote biodiversity conservation and sustainable development.

The **Vision** of CEM is a world in which *Healthy ecosystems support life and sustain development.*

The **Goal** is to facilitate the process of having *integrated ecosystem management mainstreamed worldwide.*

In order to achieve the above, the CEM **Objective** was *to promote the adoption of, and provide guidance for, the application of the Ecosystem Approach in the management of landscapes and seascapes.*

The work of CEM was organized thematically and regionally.

There were five **Themes**, each headed by a Theme Leader:

- Promoting the understanding and application of the Ecosystem Approach
- Restoring ecosystems and landscapes
- Improving knowledge on ecosystem services and their valuation
- Developing and disseminating indicators of ecosystem status
- Developing and disseminating tools of ecosystem management

The work was organized regionally, and each region was headed by a Regional Vice-Chair. Regions are:

- Southern Africa
- Eastern Africa
- West Africa
- North Africa and West Asia
- South-east Asia
- South Asia
- Japan
- China
- Eastern Europe
- Western Europe
- North America
- Meso America
- South America

The Theme Leaders and Regional Vice-Chairs constituted the **Steering Committee** together with the Commission's Deputy Chair.

Progress

Below is a selection of some of the achievements of CEM since 2005.

The Commission held three Steering Committee meetings each accompanied by a technical workshop:

- 2005 Colombo, Sri Lanka – Workshop on “*Response to Disasters: applying the ecosystem approach in recovery from disasters*”. This was in the wake of the Indian Ocean tsunami of December 2004. The workshop was co-hosted by the Government of Sri Lanka and the IUCN office in Colombo.
- 2006 Amman, Jordan – Workshop on “*Drylands, a hidden wealth*”. The workshop focussed on management and restoration of dryland ecosystems and prepared input into the International Year of Deserts celebrations in Algiers, Algeria, December 2006. The workshop was co-hosted by the Government of Jordan and the IUCN Regional Office for WESCANA.
- 2007 Villa de Leyva, Colombia – Workshop on “*Application of the Ecosystem Approach in Latin America*”. The workshop was co-hosted by the Government of Colombia through the Alexander von Humbolt Institute and the IUCN Regional Office for South America (SUR).

Each of the workshops highlighted the efficacy of applying the Ecosystem Approach in various circumstances. The need for more guidance on how to apply the Ecosystem Approach was emphasized by participants in each of these workshops. Over the last seven years, CEM has held similar workshops in Malaysia, Thailand and Botswana.

Also vitally important to the future better functioning of the Commission was the action taken by the Secretariat to develop a new database for CEM (which makes it easier to identify members' qualifications and experience more effectively) and to have the entire membership re-register on the system with new information.

1. The Ecosystem Approach is the main focus of the Commission's activities. Under this theme CEM strengthened its relations with:

- The **CBD** which will review the application of the Ecosystem Approach at COP 9 in Bonn, Germany in May. Preparing for this COP, the SBSTTA 12 (Paris, July 2007) requested the Executive Secretary to:

Invite, subject to available resources, the IUCN Commission on Ecosystem Management (IUCN CEM), the United Nations Educational, Scientific and Cultural Organization, the United Nations Environment Programme, the Food and Agriculture Organization of the United Nations and the Secretariats of the Convention on Biological Diversity and the Ramsar Convention, to provide their perspectives on approaches to build capacity to understand, interpret and apply the ecosystem approach, and provide information on opportunities for funding, human and other resources for enhancing application of the ecosystem approach. (Paris, France, July 2007).
- In Paris at CBD SBSTTA 12 (July 2007) the Ecosystem Approach thematic leader conducted a pre-meeting training session for delegates on the Ecosystem Approach, in English and French, and also ran a well-attended side meeting on “*The Ecosystem Approach – practical application experience*”.
- Training on the Ecosystem Approach was invited from CEM at the “Information sharing and Best Practice workshop” for the Frankfurt Zoological Society and Tanzania National Parks, in Serengeti National Park (May 2006). Such training was also invited to help the US National Oceanic and Atmospheric Administration (NOAA) Ecosystem Goal Team devise a *Primer in Ecosystem Approaches to management for coastal and marine resources* (December 2005).
- **UNCCD**, CEM participated at the COP in Nairobi, Kenya in 2006:
 - Promotion and implementation of the Ecosystem Approach as a global policy for drylands management on a landscape scale. Provision of planning and management guidance addressing specific dryland conservation and development needs.
 - Advancement of knowledge and understanding of the role and values of dryland ecosystem services.
 - Support for multilateral processes towards sustainable livelihoods and conservation of ecosystem functions in drylands.
 - In December, 2006, CEM also participated in the celebrations/commemorations of the International Year of Deserts (IYD) in Algiers, Algeria.

- **South America** – Several workshops were organized, some in collaboration with SUR and other Commissions to consider issues such as:
 - Promotion of the Ecosystem Approach in corridors and protected areas
 - Application of the Ecosystem Approach in the National Programme of Protected Areas
 - Promotion of the Ecosystem Approach in Wetlands management
- **South and South-East Asia** – Activities have centred on applying the Ecosystem Approach in two contexts:
 - The integrated management of wetlands in the Mekong delta and more widely in Vietnam. Field level Ecosystem Approach workshops were held in the delta in 2006, and a follow-up high-level workshop aimed at policy change took place in Hanoi in January 2008. Presentations about CEM's work in this area were also made at the most recent "Asia-Europe Environment Forum" meeting (Jakarta 2005).
 - IUCN CEM was invited to help plan and implement a training of trainers' session for islanders from the Caribbean, Indian and Pacific Oceans (in Bangkok, December 2006) to help prepare the CBD paper on "The Ecosystem Approach and Small Islands" for SBSTTA 12 in 2007.
- **Southern Africa**
 - One of the main CEM activities in southern Africa was the development of the Okavango Delta Management Plan – a very good example of a Government-Commission partnership. The plan was launched on 2 February 2008, as part of the World Wetlands Day commemorations.
 - CEM has been actively supporting regional initiatives in Integrated Water Resources Management (IWRM).
- **Eastern Europe** – The second international workshop on European Green Belt in Estonia, "The first Fennoscandian and Baltic States Green Belt" meeting, took place in Lahemaa National Park in Estonia in close cooperation with the University of Life Sciences, Tartu. The vision of the European Green Belt initiative is to create the backbone of an ecological network, running from the Barents Sea to the Black Sea – a global symbol for transboundary cooperation in nature conservation and sustainable development.
- **Western Europe**
 - Policy developments in Europe and the Arctic with regard to the Ecosystem Approach to the management of marine areas. The European Union is preparing a new directive (Marine Strategy Framework Directive – MSFD) that constitutes a legal and practical implementation of the Ecosystem Approach for the marine areas.
 - A conference on Implementing the Ecosystem Approach to Fisheries was held in Bergen in September 2006. This was organized by Norway and Iceland with technical support from FAO.
- **North America** – Various representational roles, for example:
 - At the WCPA conference aimed at revising guidelines for applying protected area management categories leading to the new "Draft Guidelines for Applying Protected Area Management Categories".

2. Indicators of Ecosystem Status

Measuring the State of Nature: Concepts and Indicators, Prague, 19–20 October 2006. The workshop brought together a group of experts on indicators who discussed the challenge of developing ecosystem-level indicators of the status of the world's ecosystems. This follows up well after the release of the Millennium Ecosystem Assessment reports. There is potential for collaboration in this initiative with other organizations such as UNEP-WCMC, the Society for Conservation Biology, The Nature Conservancy, other IUCN Commissions, etc.

3. Ecosystem Restoration

- *Forest Landscape Restoration* – Developing ways of restoring ecosystems at a landscape scale (because it is at this scale that key ecological processes and biodiversity conservation operate), linked with the Global Partnership on Forest Landscape Restoration – a loose network of like-minded organizations with an interest in forest landscape restoration (IUCN, CBD, World Bank, UK Forestry Commission, FAO, US Forest Service, ITTO, Ghana Forest Research Institute and others).
- *Landscape restoration tool* – A computer-based decision-support tool for planning restoration at landscape scale, to facilitate discussions between stakeholders which will lead to decisions based on a fuller understanding of options and consequences of different choices. The tool has been field tested with CEM members in northern Thailand (2006) and training sessions have been run at the Geography Department, University of Chiang Mai on how to use it (2007).
- A special Conference on Forest Landscape Restoration, organized by the International Union of Forest Research Organizations and co-sponsored by CEM, was held in Korea in May 2007. Over 400 participants attended and two books are being planned. These are likely to be published by Springer.
- CEM is part of the “Business and Biodiversity Consortium” and is helping to develop a new restoration and conservation initiative with HOLCIM, a large multinational quarrying and cement company.

4. Ecosystem Services

During the reporting period, this theme focussed on three objectives:

- To stimulate and facilitate the incorporation of ecosystem services and values into ongoing case studies on ecosystem management and stimulate the development of new case studies.
 - In 2005/2006 a Pilot Survey of Case Studies on the role of Ecosystem Management in providing Ecosystem Services and Sustainable Livelihoods was carried out.
 - There are several projects under way in this activity, including a project on Ecosystem Restoration in Baviaanskloof, South Africa, called PRESENCE (Participatory Restoration of Ecosystem Services and Natural Capital in the Eastern Cape), in which many local partners participate. There are good opportunities to establish a long-term engagement in the area through a Research Village providing facilities for students and other researchers applying the Ecosystem Approach and the concept of Ecosystem Services to ecosystem restoration.
- To develop guidelines and handbooks for ecosystem service assessment, valuation and financing in collaboration with other IUCN programmes and regional offices.
 - A curriculum was developed for training in better understanding ecosystem services and values, initially focussed on wetlands but this can be expanded to other ecosystems in the future.
 - Courses were given for the Wetlands and Poverty Reduction Project, organized by Wetlands International in Kenya (November 2006) and Senegal (May 2007), and the Korean Wetland Economic Evaluation Training Course, organized by the UNDP/GEF Korea Wetland Project (October 2007).
 - Guidelines for Wetland Valuation were written for RAMSAR/CBD (2006) and for Payments for Ecosystem Services (together with the IUCN-WANI programme).
- To facilitate access to available data in close collaboration with existing databases and clearing house websites such as www.naturevaluation.org.
 - A database with over 200 case studies was developed which will serve as a basis for selection of, and communication about, a series of showcases to concentrate CEM’s work and strengthen links with local members, in the field of ecosystem services, valuation,

- financing (PES) and links with livelihoods and poverty alleviation (i.e. the Ecosystem Approach).
- Contact was established with Conservation International (CI) to develop a link between the CEM case study database and the CI Internet mapping interface on Ecosystem Services. The progress with this activity will be presented at the next World Conservation Congress in Barcelona.

5. Tools for Ecosystem Management

- Developed an operational remote sensing tool that can be used to assess the efficacy of the Ramsar Convention and other environmental agreements.
- Demonstrated a link between rapid urban growth and rainfall patterns. The aim of this tool is to identify the impact of large-scale land conversion on regional and local climatology.
- Developed a learning module for the American Museum of Natural History (AMNH) that provides an overview of ecological data that can be derived from remote sensing and a survey of ecological models that apply remote sensing data.

Publications, Presentations and Papers

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- Bi-monthly electronic newsletter “Ecosystems” which is translated by CEM volunteers into Arabic, Chinese, French, Russian and Spanish, and is used by IUCN Regional and Country Offices to reach out to IUCN members.
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Commission on Education and Communication (CEC) Report 2005–2008 by the Chair, Keith Wheeler

Introduction

The Commission on Education and Communication (CEC) has worked for the past four years, since the Bangkok Congress, to fulfil the mission it adopted for this quadrennial period, namely:

To champion the strategic use of communication and education, and provide leadership in creating an institutional locus for learning that will help *to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable.*

In undertaking this mission, the Commission has strengthened its role as an international body of experts and practitioners in the areas of sustainability communication, education and learning. CEC members act as advocates in these areas to support and strengthen IUCN's global mandate.

CEC created a work programme to achieve the above mission, focused around three programmatic areas:

1. World Conservation Learning Network (WCLN)
2. Communication, Education and Public Awareness (CEPA)
3. Education for Sustainable Development (ESD)

This report provides an update on progress in each of these areas.

During the four-year period of 2005–2008, CEC membership and governance structure has been dynamic. There was a change in the Chair position in early 2005 when Denise Hamu, who held the position for five years, stepped down and was replaced by CEC Deputy Chair Keith Wheeler. In subsequent years, the structure of the Commission evolved, while maintaining a strong thematic focus on the three areas noted above. The official Steering Committee of the CEC includes 15 appointed Steering Committee members that ensure both thematic and regional representation in CEC programmatic and governance discussions. As the four-year period progressed, CEC strategically introduced Regional Chairs.

CEC membership increased during these four years, growing to more than 600 members with all regions represented, and the strongest membership in terms of numbers in Europe and North America. CEC has worked to achieve regional balance, and several regional events (described further below) have supported additional membership recruitment in Latin America, Africa, the Middle East and Oceania. The membership gender balance is 54 per cent male and 46 per cent female.

From its core funds, IUCN provided an annual budget of Swiss francs 203,000 for the Commission Operating Fund, as well as budget allocations for Headquarters staff. In the period 2005–2008, the staff supported increased from 1.9 staff in the last intersessional period to four staff members contributing to the support for CEC global functions by the end of 2008. Also during this period, the CEC budget with funding from SIDA supported part-time staff in the Bangkok Office of IUCN for two years. Additional monies were leveraged to execute specific CEC projects including toolkits, guidelines publications, and meeting support for an approximate total raised of Swiss francs 70,000. These figures do not include the significant voluntary time that CEC members have contributed to the work of the CEC, the IUCN Programme and its members.

Highlights of progress and results

Objective:

KRA 5.3E – Leadership in Sustainable Development: by 2008 the World Conservation Learning Network is operational with practical courses for professional development, drawing on knowledge within the Union, key stakeholders and universities as partners in the initiative.

Progress and results: Throughout this four year period, CEC worked to establish the World Conservation Learning Network (WCLN) in several IUCN regions around the world. New networks in the USA and Canada drew on existing networks of Higher Education Institutions (HEIs), and a series of regional relationship-building and learning events were run to initiate similar networks in other regions. These regional networking and exchange events were held in Meso-America (2005), Southern Africa (2006), and the Arab Region (2007), and will be held in Australia/New Zealand (2008). To support these events, a series of scoping studies have helped gauge the key actors and salient issues in each region. WCLN activities have concentrated on two themes. The first is to identify existing networks and to encourage the establishment of new regional networks. Building links between these networks is a longer term goal. A second, more formal activity revolves around development plans for an IUCN Institute. In 2006 IUCN signed an MOU with the United Nations University (UNU) to establish the Institute with plans to deliver on-line courses from network partner institutions at the post-graduate level. The learning objectives and curriculum for options within this credential will reflect the KRAs as set out in the 2005–2008 IUCN Programme, “Many Voices, One Earth”. The overall objective of these two related activities is to provide to practitioners worldwide current knowledge, in an on-line format, from accredited institutions in both informal and formal structures. Underlying each of these activities is the need to improve dialogue and share knowledge amongst individuals and higher education institutes in all world regions to enhance capacity development for sustainability.

The key actors of the WCLN include the UNU through its degree granting partners, IUCN CEC, with the support of its two WCLN Chairs from the University of Western Washington (USA) and Royal Roads University (Canada), and the established network of HEIs in each region. Over 100 Deans and decision makers from international HEIs signed on to the WCLN concept at the Bangkok Congress in 2004. At the end of 2008, the certification system will be in place and recruitment for the first cohort of professional students into the Institute WCLN will begin.

Together with the World Bank’s Global Learning Network, the IUCN Water and Nature Initiative, University of Loja-Ecuador, IUCN-SUR and IUCN-ORMA, a model for building capacities for local governments was designed, and a distance course on Water and Local Development, responding to IUCN main areas of expertise, was implemented influencing 150 participants from the Andean region. Due to positive first results, the course will be adapted for the Mesoamerican region.

Objective:

KRA 4.3 – Advocacy. By 2008, IUCN is a recognized source of knowledge and motivation to support a programme for communication, education, participation and awareness (CEPA), linking the major environmental conventions with regional agreements and the Decade on Education for Sustainable Development (ESD), and IUCN is a major partner in ESD and CEPA work programmes.

Progress and results: CEC has been active in the areas of CEPA and ESD throughout this four-year period with some major products delivered that have leveraged the significant expertise of the CEC network and partners.

For the United Nations Decade of Education for Sustainable Development, CEC was a partner in a two-year process to understand the needs of governments and partners in the Asia region in terms of implementing ESD, and how they could contribute to the Decade. The UNESCO Bangkok Office launched a region-wide project: “Asia-Pacific Decade of Education for Sustainable Development Indicators Project” with Japanese Funds in Trust and Australia’s Macquarie University. The project’s iterative process involved CEC members in the Oceania region as well as members of the global CEC network. The project developed and published the *Asia-Pacific Guidelines for the Development of National ESD Indicators*, as well as a *Quick Guide* to the guidelines in English and in Spanish. The full documents can be found at: <http://www.iucn.org/publications/>.

IUCN through CEC joined the Ubuntu Alliance and signed the Ubuntu Declaration in 2006 which is focused on promoting Education for Sustainable Development globally. As a part of its role in the Alliance, CEC sits on the Ubuntu Committee of Peers which is developing a Regional Centres of Excellence network, curriculum development activities, and overseeing monitoring and evaluation for the network.

CEC's work with CEPA supports implementation of the environmental conventions, and during this four-year period, one priority focus was on Article 13 of the Convention on Biological Diversity (CBD). Seven CEC members participate on an ongoing basis in the CEPA Informal Advisory Committee to the Executive Secretary of the Convention, which meets twice a year. Operationalization of Article 13 is now supported by a CEPA Toolkit, which CEC produced for the CBD. More than 100 CEC members contributed to the toolkit during its two years of development. The toolkit was published on-line as a web resource and initially distributed among 750 experts from Asia, Africa and Latin America on CD-ROM in 2007. A hard copy of the toolkit is produced by the CBD Secretariat and disseminated in 2008 among CBD focal points and NBSAP coordinators worldwide. The CEPA Toolkit has been presented at various major events of environmental educators and communicators and, originally produced in English, is being translated into Spanish, and other language versions are being explored. A blog managed by a CEC member supports discussion around the toolkit's use and application, and more general discussion of CEPA. The full text of the CEPA Toolkit can be found at: <http://www.cepatoolkit.org/>.

The Ramsar Convention on Wetlands is the focus of the next CEPA Toolkit, to be completed in 2008, which addresses CEPA Action Planning for National CEPA Focal Points and will incorporate the expertise of CEC members.

The Global Environmental Citizenship Project in Latin America has also been a major contribution to CEC's work with CEPA. This project is a region-wide effort to engage citizens in sustainable development in partnership with the United Nations Environment Programme and Global Environmental Facility. It has worked with a wealth of stakeholders to design and produce education and information materials, training strategies and support resources that promote understanding and action pertaining to biodiversity, ozone depletion, international waters and climate change. School certification is now being explored.

CEC also participates, through its members and Steering Committee, in a number of high level events and intergovernmental process discussions around ESD and CEPA internationally, with expertise developed through these processes unlocking further opportunities for inputs and contributions.

Objective:

KRA 6.5 – Empowerment: By 2008 IUCN Global and Regional Programmes are supported to develop capacity in environmental and sustainable development education and communication in order to promote learning and to empower stakeholders to participate in achieving IUCN's mission. In the IUCN project and programmes, strategic communication planning is integrated in the inception phase.

Progress and results: CEC members were drawn into service to provide guidance, advice and support in implementing strategic communication planning and learning within IUCN Global and Regional Programmes and the work of members and Commissions. For example, CEC delivered and supported the communication and capacity development work of the IUCN Dinaric Initiative, the IUCN Ecosystems Programme, through a project on capacity development for Small Island Developing States, including a capacity assessment and participation in an informal advisory group. CEC also provided support in strategic communication planning for IUCN's Business and Biodiversity Programme initiative on Biodiversity Guidelines for Hotel Managers, and in protected areas for the World Commission on Protected Areas (WCPA), and influenced the Latin American Parks Congress (Bariloche 2007).

CEC members held workshops on strategic communication planning and learning at major international events including the World Environmental Education Conference (Durban 2007), the 4th International Conference on Environmental Education (Ahmedabad 2007), the IUCN Pakistan International Conference on Education for Sustainable Development (Karachi 2007), the Countdown 2010 Partnership Planning Meeting (Brussels 2007) and the Trondheim Conference on Biodiversity (Trondheim 2007). CEC invited IUCN Regional Offices and their networks in WAME and The Mediterranean Centre to participate in a capacity development and networking opportunity on "New Learning in the Arab Region". Through these and other activities, CEC shared expertise on learning and communication with partners and also developed opportunities to collaborate and build relationships with these IUCN stakeholders for potential further interaction.

CEC Website and Communications

The CEC website has been transformed into the CEC portal, which is an interactive membership space that is used to share news, post member profiles, support collaboration, and catalogue CEC's many multi-media learning resources. A new feature included in 2007 was a database of systems thinking for sustainable development resources. Other new features include links to blogs and wikis by CEC members, and to other relevant websites for the latest information. This is also shared through the newly established (2006) CEC online monthly newsletter, which includes news from CEC members, articles on CEC's main themes, and announcements of events, awards and professional development opportunities. The CEC website can be found at: www.iucn.org/cec.

CEC works on Deep Change

CEC has developed an organized interest in how processes of change towards more sustainable development are created and managed. During this four-year period, CEC started to look at how change occurs, in terms of social science research, and the role of communication and learning in this change. CEC members produced a White paper on Redefining Capacity Building for the 21st Century (available on the CEC portal). CEC organized a meeting of change practitioners in November 2006 to learn about how social change, institutional change and individual behaviour change is being fostered and championed around the world. Concrete signs of change have been taking place in learning and educational practice; this *New Learning* for sustainability was the topic of meetings and papers given by CEC members at a number of international and regional events. One of the outcomes of this focus on deep change is the development of a new work area for the 2009–2012 CEC Programme that focuses on facilitating change.

Conclusions

CEC has worked in this period to be an initiator of practical products, a significant partner, and a service provider. These roles have allowed CEC members to be a part of a diversity of activities and processes that serve to underline the importance of education, learning and communication as the link between knowledge and action, i.e. the link between the knowledge of the Union and the action that it must take to have the most impact in the world. Overall, the contribution of the Commission has been felt through its work to:

1. Establish concrete linkages between universities to offer an accredited, IUCN co-branded professional development certification in sustainable development for practitioners;
2. Participate actively in helping intergovernmental partners operationalize their goals in incorporating CEPA for effective implementation of their environment-related conventions;
3. Involve, at the regional level, IUCN Commission members, organizational members and IUCN offices in discussions around new learning and capacity development through the process of establishing the World Conservation Learning Network;
4. Experiment with new media and social network tools and build capacity in their use within the network, to improve strategic broadcasting of sustainability messages;
5. Engage communication and education professionals in the broader work of the Union, and draw upon their knowledge and expertise to strengthen IUCN's work internationally.

Commission on Environmental, Economic and Social Policy (CEESP) Report 2005–2008 by the Chair, Taghi Farvar

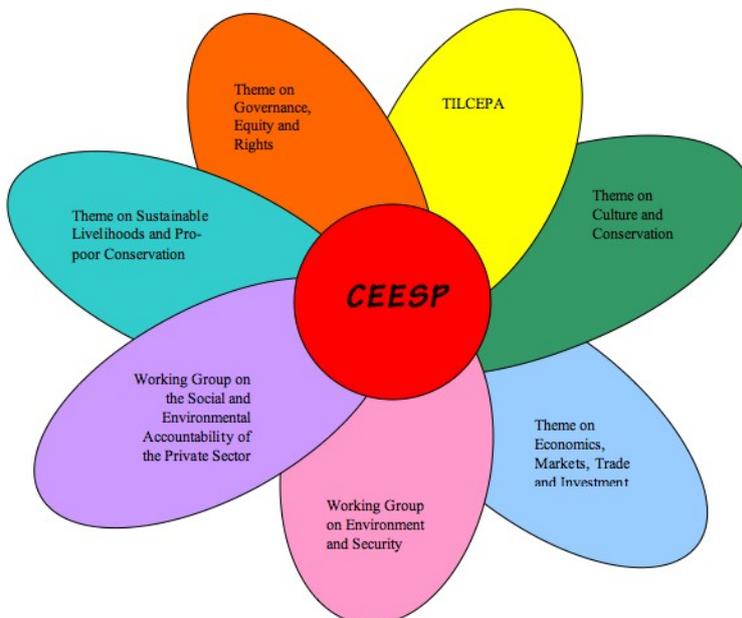
The mission of the IUCN Commission on Environmental, Economic and Social Policy (CEESP), adopted at the World Conservation Congress in Bangkok, is to “contribute to the IUCN Mission by providing insights and expertise on ways to harmonize biodiversity conservation with the crucial socioeconomic and cultural concerns of human communities, such as livelihoods, poverty eradication, development, equity, human rights, cultural identity, security and the fair and effective governance of natural resources.” It was decided at the congress in Bangkok that CEESP would do this through four themes:

- Governance of natural resources, equity and human rights (TGER)
- Sustainable Livelihoods and Pro-poor Conservation (TSL)
- Culture and Conservation (TCC)
- Economics, Markets, Trade and Investment (TEMTI)
- Indigenous Peoples, Local Communities, Equity and Protected Areas (TILCEPA, jointly with WCPA)

and two cross-cutting priorities:

- Social and Environmental Accountability of the Private Sector (SEAPRISE)
- Environment and Security (E&S)

With respect to prior years, the work of CEESP thus comprised some complementary thematic directions, while continuing to consolidate and build on the strong foundations of membership and expertise built in the previous quadrennial. The mission of CEESP is shared by all its working groups and themes, which thematically grow from and coalesce around the vision and core values of the Commission as illustrated by the corolla model below:



In the past years, CEESP has dealt with some of the most complex subjects that conservation faces today, in particular the dilemmas at the interface among governance of natural resources, equity (including gender equity) and human rights, and the questions around the economic and social root causes of environmental degradation. In this, CEESP has closely adhered to the vision and mission of IUCN.

Governance, Equity and Rights

The Theme on Governance, Equity and Rights (TGER) built on the long-standing expertise of Commission members on co-management issues. In the present quadrennial, TGER extended its work to the broader field of governance of natural resources. The group also greatly expanded its membership, which is now some 600. Among the results of the group's work are greatly enhanced visibility and knowledge about governance of natural resources and protected areas, in particular through publications (including some now distributed by the Convention on Biological Diversity), analyses and provision of technical support at the local and national levels (e.g. Australia, Cambodia, China, Iran, Italy, Madagascar, Malaysia, Morocco, Philippines, Senegal and Vietnam). As an example, the government of Madagascar has been structuring its expanded system of protected areas on the IUCN Matrix developed by TGER/TILCEPA advisors. The group members have been in charge of organizing several international technical events, for instance the Sharing Stewardship Stream at the First Marine Protected Areas Congress, a symposium on innovative governance at the Society for Conservation Biology, a working group at the Almeria Categories Summit and side events on Community Conserved Areas and on Governance at meetings of the CBD Working Group on Protected Areas (Montecatini 2005 and Rome 2008).

One of the proud "distinctive initiatives" of TGER are Regional Learning Networks (RLNs), whereby small multi-stakeholder groups from different countries in the same region gather regularly to learn from each other's experience and initiatives. The small teams report to each other on lessons learned on a specific topic, go through some formal training and field visits together, reflect on what they can improve in their work on the basis of their joint experience, and help one another to plan how to put that into practice. TGER has for several years been providing technical support to several such RLNs, including one on co-management of marine protected areas in West Africa, in cooperation with the Regional Programme on Marine and Coastal Conservation, and one on co-management of protected areas with indigenous peoples in South East Asia, in cooperation with the Asian People's Pact Foundation and Swedbio.

In the current quadrennial TGER also initiated a new line of work for IUCN on Conservation and Human Rights. Besides the publication of a dedicated issue of *Policy Matters* mentioned above, it organized a symposium at the meeting of the Society for Conservation Biology and a dedicated workshop in Bavianskloof Megareserve (South Africa), and produced a synthesis document on tools and mechanisms to implement a rights-based approach to conservation. The group now has a specific Task Force on the subject.

Communities and Protected Areas

The Strategic Direction on Governance, Communities, Equity and Livelihood Rights in Relation to Protected Areas (TILCEPA) is a joint theme between CEESP and WCPA. Having achieved significant progress at the international policy front—especially with the inclusion of Element 2 on Governance, Equity, Participation and Benefit Sharing in the CBD Programme of Work (PoW) on Protected Areas—TILCEPA has focused the quadrennial on the national and local implementation of progressive conservation policies. As an example, TILCEPA has initiated a survey of PoW progress in different countries and developed a database (available at <http://www.iucn.org/themes/ceesp/CCAlegislations.htm>). In collaboration with TGER it also supported policy development and capacity building in various countries (see above) and offered side events and specific publications and tools at CBD meetings (e.g. in Montecatini 2005; Curitiba 2006, Rome 2008 and Bonn 2008 (planned)).

TILCEPA members have been active in refining the concept of protected area governance, through consideration of both "type" and "quality". A number of papers offer a basis for an IUCN position on governance of protected areas, currently included as part of a revised version of the IUCN Best Practice Guidelines on protected area categories (and governance types). TILCEPA has further been working towards Understanding, Strengthening and Promoting Community Conserved Areas (CCAs). Regional reviews of CCA status and needs were carried out for Eastern Africa, South-West China, the Arctic and Mesoamerica. Specific initiatives to support CCAs in need were undertaken in Mexico and Rwanda. Papers, cases studies and information on various aspects of CCAs are available from a new dedicated site: <http://www.iucn.org/themes/ceesp/CCA> and will be used as a background for further discussions at regional and global events like the World Conservation Congress (WCC) in 2008. A

Global Alliance in support of Community Conserved Areas is evolving out of an international workshop on CCAs held in Turkey in October 2007.

A new TILCEPA Task Force on Protected Areas, Equity and Livelihoods is addressing social equity and poverty concerns in the conceptualization and management of protected areas, and is helping to operationalize the recommendation on Protected Areas and Poverty endorsed by the 2003 World Parks Congress. The Task Force has held three regional meetings and is consolidating its work plan for the next few years.

Finally, TILCEPA has remained active at the international level; it organized numerous events for the CBD and a workshop stream on governance for the First Marine Protected Areas Congress in Geelong (Australia).

Social and Environmental Accountability of the Private Sector

The Working Group on the Social and Environmental Accountability of the Private Sector (SEAPRISE) has supported civil society organizations and governments affected by mining and gas operations in many countries including Alaska, Gambia, Ghana, Guinea Bissau, Kenya, Lebanon, Mauritania, Nigeria, Peru, Philippines, Senegal and Tanzania. The group helped organize lesson-learning trips to the Niger River Delta for senior government officials and civil society members from both East and West Africa. These trips were followed by training courses in Guinea Bissau, Kenya, Mauritania and Tanzania. Similar training was also organized in Peru in 2007. To help the training, the SEAPRISE team produced a publication, *Environmental Management of Offshore Oil Development and Maritime Oil Transport* (in English and French with a summary in Portuguese). SEAPRISE also worked with the Governments of Guinea Bissau, Kenya, Mauritania and Tanzania as well as with UNEP-WCMC on spatial planning and mapping. The combination of the training and spatial mapping had a major effect on the way in which a number of countries planned their oil and gas development.

One of SEAPRISE's biggest successes was its contribution to the 5th meeting of the Nairobi Convention in Johannesburg in November 2007, when 30 National Delegations from East and West Africa agreed to carry out strategic environmental assessments prior to allocating any further oil licenses. UNEP congratulated SEAPRISE members for their support during the meeting.

In response to a request from members in the Philippines and from the Catholic Bishops, SEAPRISE provided technical support to a team led by Claire Short (MP and former UK Minister for Overseas Development), including a visit to the Philippines and the production of a report: "Mining in the Philippines, Concerns and Conflicts". The report was presented in Manila and circulated among both Philippines and UK Parliaments.

SEAPRISE also collaborated with the Nigerian Director of Biodiversity in the Ministry of Environment and a team of 20 local scientists and activists, during a scoping mission on oil spills in the Niger Delta. The affected areas and affected communities were visited, followed by a workshop. The scoping mission report highlighted the 4,000-6,000 oil spills that have taken place in the area over the last 50 years. The team also produced a briefing/training film with Reuters and an oil spill map.

Other worldwide activities of SEAPRISE included an assessment of the major oil spill that affected Lebanon after the war in 2006 with a subsequent follow-up mission one year later and advocacy work against activities of the Dutch bottom fish dredging fleet near the Parc National du Banc d'Arguin in Mauritania.

Theme on Sustainable Livelihoods

The Theme on Sustainable Livelihoods and Pro-Poor Conservation (TSL) focused a large part of its work on supporting the organization of social groups with critical impact on the governance of natural resources, reviving customary institutions for the conservation of nature and the sustainable management of natural resources, and defending their customary rights to autonomous governance of their natural resources. Food Sovereignty and pro-poor conservation were new emphases brought in the 2005–2008 Mandate, as was the IUCN Policy on Mobile Indigenous Peoples (the "Mobile Peoples Resolution" of Bangkok 2004), which also constituted a major focus and achievement of this Theme. In line with this policy, TSL promoted, supported and facilitated the World Gathering of Nomadic

Pastoralists, as well as the First Congress of WAMIP (World Alliance of Mobile Indigenous Peoples—a movement which owes its beginning to the World Parks Congress of 2003 in Durban). The Congress was held in Segovia, Spain in September 2007 and approved a revised version of the Statutes of the organization, which now counts hundreds of members, in particular customary mobile indigenous institutions (tribes, clans, etc.) and supporting organizations and individuals. Also, as a result of the Gathering mentioned above, nomadic pastoralists of the world now have their own situation analysis of the state of their natural resources and development, a long-term vision for conservation and sustainable livelihoods, and a strategy for moving forward in between the two.

TSL members actively participated in articulating the links between human well-being, food security, human rights and the conservation of biodiversity and natural resources under the “food sovereignty” paradigm. Notable in this sense are the publication of a CEESP Occasional Paper on *Agro-ecology versus Eco-Agriculture*, and a book on *Agro-ecology and food sovereignty in the Americas* with Yale University and IIED. Participation in a new IIED-run project on democratizing research and development in food production systems and agro-biodiversity, and the active role in organizing and running workshops at the World Forum on Food Sovereignty (Nyeleni, Mali, February 2007) were other highlights. In the field of genetic resources, TSL supported an ICARDA/International Centre for Irrigation Research/CENESTA project on participatory plant breeding. It also engaged in the implementation of IUCN’s Moratorium on GMOs Resolution by setting up and maintaining the IUCN website on the Moratorium, as requested by the IUCN Council. TSL also co-sponsored in 2007 the publication in a dozen languages of a CD on Participatory Geographic Information Systems (PGIS) together with a number of other institutions around the globe.

TSL has emphasised linkages and mutual learning among local organizations engaged in strengthening local food systems, livelihoods and agro-biodiversity. This has included collaboration with indigenous Andean communities (Asociación ANDES, Peru), Dalit women in the Indian subcontinent (Deccan Development Society, India), rice farmers in Indonesia (Farmers IPM movement) and nomadic pastoralists in Iran (Centre for Sustainable Development, CENESTA) through a project of the International Institute for Environment and Development (IIED, UK). A great deal of mutual learning has enriched the base of experience concerning sustainable livelihoods in these usually marginalized communities. TSL has supported national and regional projects on pastoral stewardship of arid and semi-arid lands, sustainable livelihoods, indigenous peoples’ rights and community-based natural resource management in Iran and neighbouring countries. TSL has also supported the secretariat of WAMIP, as an affiliated network of CEESP.

TSL has worked closely with other CEESP themes and Working Groups. With TGER and TILCEPA, it participated in a number of Community Conserved Areas (CCA) initiatives. With E&S, it supported the Conference on Forces for Sustainability (World Court Building, The Hague, March 2007). With E&S and SEAPRISE, it supported the Emergency Assessment of the marine pollution in Lebanon as a result of Israeli bombing of a power plant’s oil deposits in Jiyeh, including its assessment a year later. TSL members engaged in field-based training, awareness and policy work on desertification, co-management of natural resources, and common property resource management systems in Afghanistan, Cambodia, China, Iran, Morocco and West Africa. It supported the Caucasus Biodiversity Council in the development of the Caucasus Eco-region Profile and the conservation programme of the six countries of the region (Armenia, Azerbaijan, Georgia, Iran, Russia and Turkey).

Environment and Security Working Group

The Environment and Security Working Group organized the European launch of the State of the World Report 2005 entitled *Redefining Global Security*, in which the environmental dimension of security was analysed, described and illustrated with examples. The launch took place first in the Peace Palace, The Hague in March 2007, and the next day in the European Parliament, in Brussels, with the participation of high level speakers such as the Dutch ministers for Development Cooperation and for the Environment as well as members of the European Parliament. In 2006 the group supported financially the mission of Professor Richard Steiner of CEESP SEAPRISE to assess the environmental impacts of the oil spill in the Mediterranean after the Israeli Air Force had bombed the oil tanks of the power station at Jiyeh on the Lebanese coast. In July 2006, it financed his follow-up visit to Israel to discuss the report with the Israeli government. It also commissioned a report on the legal (liability) aspects of the spill, which was published in February 2007 and submitted to the IUCN Commission on Environmental Law (CEL).

In March 2007, the group organized the Conference on Forces for Sustainability, in the Peace Palace, which focused on new roles for the military to promote environmental security and on the responsibility of the private sector, especially the extractive industries, to prevent the violation of human rights and the destruction of the environment and nature, to compensate for damage done and to accept the guidance of citizens' councils in the areas of operation. Many of the participants of the Conference have become new members of the expanding Working Group. On 10 December 2007 the Chair of E&S, Wouter Veening, addressed a major side event at the Bali Conference of the Parties of the Climate Change Convention on the security aspects of (on-going) climate change, and preparations have been made to organize with the Polish government a major side event on that subject at the next Conference of the Parties in December 2008 in Poznan, Poland, following a combined event, jointly with the Commission on Education and Communication (CEC) on the same issue at the World Conservation Congress in October in Barcelona.

Theme on Environment, Macroeconomics, Trade and Investment

The Theme on Environment, Macroeconomics, Trade and Investment (TEM TI) evolved from the former Working Group on Environment, Trade and Investment. The chair of TEM TI assembled a new steering committee for the group and approached foundations with project proposals to support TEM TI's work plan. A project proposal was also submitted to IUCN's 3IC Fund, which was approved in October 2007. The project, "The Macroeconomic Connection: Monetary and Fiscal Policies for Sustainability" is focusing regionally on Latin America (Argentina, Brazil, Ecuador, Costa Rica and Mexico). Project activities have begun and preliminary results will be presented at the Congress in Barcelona.

Meanwhile, TEM TI continuously engaged in networking for membership and action-oriented research, starting at the Biannual Conference of the International Association of Ecological Economics in New Delhi, December 2006 and other subsequent international events. TEM TI's Chair Alejandro Nadal participated as a member of the drafting committee of the Memorandum on Natural Resource Governance for the XXIst century to the G8 Summit in Heiligendamm, Germany, organized by the Heinrich Boell Foundation. During this session new contacts were established with African colleagues and discussions for a regional strategy for TEM TI in Africa were undertaken. TEM TI was active in several national contexts, such as the jury of the Independent Peoples' Tribunal of the World Bank Group in India, and the establishment of the Upland Maize Germplasm Sanctuary in Mexico.

Theme on Culture and Conservation

The Theme on Culture and Conservation (TCC) was convened in early 2005 with a core group of members drawn primarily from contributors to the publication of a dedicated volume of *Policy Matters*, "History, Culture and Conservation". This membership has expanded in this quadrennial and now includes culturally and nationally diverse members from all areas of the globe. The main objective of TCC is to improve knowledge, policy and practice through linking cultural and biological diversity, their common threats and by strengthening opportunities, and the group set out to achieve this through action in a number of areas.

Knowledge dissemination activities of TCC have included the organization of a conference entitled Sustaining Cultural and Biological Diversity in a Rapidly Changing World to be held at the American Museum of Natural History in April 2008; the production of an edited volume entitled "Conservation, Culture and History" which contains case studies of the relations between cultural practice and biodiversity conservation; and the production of a "Source Book on Bio-cultural Diversity" in cooperation with Terralingua, a volume that provides case studies from communities around the world on relations between biological and cultural diversity.

Action-research activities included the engagement of Maori peoples in biodiversity and conservation genetics research of native New Zealand species through collaborative research and community outreach to *iwi* (tribes); the integration of traditional knowledge and advanced GIS/GPS technologies/techniques towards conservation of key wetland resources in Mauritania; continuing research examining discrepancies between cultural understandings of nature in northern Pakistan and market-based conservation incentives introduced by IUCN and other INGOs; research on the institutional dynamics that structure vulnerability to disaster in Kashmir; and the role of culture, traditional knowledge and local institutions of authority in the effective management of coastal

resources in Ghana. Advocacy activities have included support for community biocultural diversity initiatives in Mexico, legal testimony on indigenous intellectual property rights in New Zealand, and the preparation of collective submissions on bio-prospecting to the New Zealand Government.

Chair contributions to Council and other areas

The Chair of CEESP, Dr Taghi Farvar, was present and actively engaged during all sessions of the IUCN Council, focusing on upholding the collegial spirit and form of the governance of the Union. In addition, he continued his active engagement in regional issues in WESCANA and other regions of the world. He also delivered a keynote address to the Mesoamerican Parks Congress. His talks included a special opening address to the annual gathering of North American foundations that support Biodiversity in 2006.

The life of the Commission

Overall, CEESP engaged in addressing the causes of environmental degradation and supporting the positive forces for conservation and sound environmental management through:

- fostering the engagement of society as a whole, and in particular indigenous peoples and local communities, not just conservation professionals;
- working to attain basic environmental justice and human rights;
- promoting the full valuation of nature accompanied by more equity in the sharing of the related benefits and burdens;
- peeling off of the myth of the only and overpowering “economic value” and revitalizing/strengthening the multiplicity of other values—identity, health, security, cultural, spiritual, religious—that are also embedded in nature.

Through its periodical journal *Policy Matters*, CEESP has continued to explore emerging and controversial conservation topics, creating a precious space for real discussion and exchange of ideas. The journal is not “designed in advance”, but built on the basis of the submissions by the members answering a series of questions on a set topic, often in conjunction with major international events. The editorial board then reflects upon the sum total of the submissions and develops an “editorial synthesis” of what the members have expressed, usually oriented towards recommendations for both policy and practice. The Commission is particularly proud of the issues published in the last three years: on “History, Culture and Conservation”; on “Poverty, Wealth and Conservation”; and on “Conservation and Human Rights”. An issue to be launched at the 2008 IUCN Congress is being prepared on the topic of Climate Change, Energy Change and Conservation, with other special issues in the offing.

CEESP members come from a wide variety of geographical, cultural and professional backgrounds, including indigenous peoples and academics, field-based practitioners and community elders, policy makers and young professionals (the Commission is the most “progressive” of IUCN in this sense, according to the last Commission Review). Members are well balanced between people in the North and the South (about 50/50) and more than one-third of the members are women (a special achievement in gender balance among the IUCN Commissions). One of the strengths of CEESP has been its engagement with a variety of rightholders and stakeholders, which include IUCN members (governments and NGOs) but also direct representatives of civil society (indigenous peoples and local communities).

CEESP members worked in all continents through a flexible network with lean coordination, managing to take advantage of specific occasions for meetings and/or developing projects and obtaining funds for joint initiatives. Typically, and as a hallmark of the Commission, they dealt with the critical links between practice and policy (e.g. feeding local experiences into national and international policy processes and promoting the implementation of sound policy in specific contexts). This is crucial work towards “*a just world that values and conserves nature*”.

Commission on Environmental Law (CEL) Report 2005–2008 by the Chair, Sheila Abed de Zavala

1. Summary

The Commission on Environmental Law (CEL) has experienced a transformation during the past four years.

The whole orientation of CEL's work – within its mandate – was revised. In this respect, after the post-Congress reformation of the Steering Committee in 2004, for which top professionals in the field of environmental law were called upon, the first task of the group was to analyse the most efficient way of achieving real impact through CEL's initiatives.

We started by identifying the strengths and weaknesses of the Commission, and drafting a strategic plan to focus on strengthening priority areas. This is how it was decided to increase our support for the work of the Specialist Groups, which act as the executive bodies of CEL.

To this end, adjustments were made so as to encourage Specialist Group members. The first step was to collect all the necessary information on the previously existing groups, their membership and the limitations that prevented them from performing in an optimal way. Next, a plan was drafted to fund the groups with an annual seed grant, which although modest, serves the purpose of covering basic functioning costs. A co-chair was designated for each group, keeping in mind gender and geographic balance.

Communication was a key topic of discussion, and a great deal of attention was placed on this subject. The Commission invested in several modern technological tools. Rules were established for the groups to systematize their contributions and make them more efficient. Annual work plans are developed by each group, and approved by the Steering Committee. This allows the groups to interact and support each other's work.

A milestone in the groups' work has been the organization of annual Chairs' meetings. This had never been done in the past, and it has proven to be key for the Chairs to get to know each other, share their views on CEL's work and discuss the possibility of joint initiatives.

Another high point has been the interaction with the Environmental Law Centre (ELC), which together with CEL, comprises the IUCN Environmental Law Programme. Activities are planned in coordination, and both bodies include each other in their projects. This new model of engagement is reflected in the decision to designate an ELC legal officer to accompany the work of each Specialist Group. This has resulted in a cooperative process that is firmer and more efficient. Together with the Centre we have carried out activities in order to prioritize our approaches and raise funds.

The members in general are encouraged to participate in one of the Working Groups. We have re-established the working group and task force categories so as to cover issues that interest a certain group of members but are not being addressed by any Specialist Group in particular.

The CEL List, a virtual forum through which all members can exchange news and information, was also re-established. This exchange has been a very positive development as members can now upload their work for other fellow members to see and have access to. This traffic has grown constantly and we hope it continues to do so.

A regional listserve for CEL members in Oceania was launched in February 2005 – a first for the Commission. This listserve is one small step in a series of exciting initiatives being promoted by CEL in Oceania, in close collaboration with other organizations to help build environmental law capacity and networks within the region for the conservation of biodiversity and sustainable development. At this moment, over 80 lawyers are connected through the listserve, which is managed by the New South Wales Law Society's Young Lawyers Environmental Law Committee.

One of our challenges is to nurture the next generation of environmental lawyers and in order for this to happen, we believe that we should focus on capacity building, particularly in the developing world. To this end, and in addition, commemorating one of the most important professionals in environmental law, we have created the Alexandre Kiss Prize. This Prize seeks to encourage young law professionals who wish to develop their career.

This programme is already in place and young professionals from many continents have been conducting internships at the Environmental Law Centre in Bonn and perfecting their knowledge. The selection process is carried out on an annual basis by means of a call for papers on issues that are of interest to the Union. A special category of membership was also established for young professionals, in support of this commitment.

Inter-Commission work is a new CEL initiative to be highlighted: A task force has been set up to work jointly with WCPA on legal topics that arise from the implementation of the IUCN conservation categories.

We have also made an effort to have greater interaction with the MEA's Secretariats, inviting officers to our meetings, participating at COPs, organizing side events, or collaborating in the preparation of the Union's institutional position.

CEL also adheres to the "One Programme" concept, promoting a closer relationship with the Secretariat through the Regional and Country offices. We have invited them to our Specialist Group meeting, and asked them to provide input to improve the Commission's work and the service it provides to the Union. We have also carried out case studies related to Resolutions and Recommendations of the World Conservation Congress.

The most important venture we have instigated is the CEL Helpdesk. This helpdesk is destined to serve as an information and assistance resource centre on environmental legislation and policy, to support IUCN institutional membership.

Finally, it is important to mention that CEL takes effective action with regard to accountability. From the very beginning of each accounting period, expenditures are reported to HQ with all relevant supporting documentation.

2. Specialist Group Reports

Energy Law and Climate Change

Co-chairs: Richard Ottinger and Wang Xi

The Energy Law and Climate Change Specialist Group has had a busy mandate.

The group has delivered a report to the Shanghai Jiao Tong University for the Government of China, on recommendations for changes in the environmental laws of China based on an evaluation of U.S. environmental laws, led by SG Co-chair Wang Xi.

Professor Adrian Bradbrook, member of the SG, presented a paper upon the request of the German Government, entitled "International Initiatives to Promote Renewable Energy" at a REN21 workshop held in Paris in December 2007 to consider the agenda for a possible new international congress on renewable energy.

The group participated and presented a paper at the Rio Conference on Sustainable Biofuels conducted by Pace Law School, Pontificia Universidade Catolica do Rio de Janeiro and the National Energy-Environment Law & Policy Institute of the University of Tulsa (Oklahoma) College of Law, co-sponsored by the IUCN Commission on Environmental Law in August 2007.

A paper for the IUCN Academy of Environmental Law Colloquium in Mexico City in November 2008 on Energy and Poverty Alleviation is currently being drafted, as well as a paper on the strengths and weaknesses of the Kyoto Protocol CDM mechanism.

Sustainable Use of Soils and Desertification

Co-chairs: Ian Hannam and Du Qun

The reporting period has seen substantial activity for the SGSS&D. Global interest continues to grow in the investigation of an international instrument for soil and there have been some new initiatives in regional and national soil legislation and policy reforms (i.e. Balkans; Central Asia). The concept of a soil protocol was discussed with officials at two Convention Secretariats and presentations were made on the concept to a number of key international soil conservation fora.

Some key activities of this group, important to underline, are:

- a) *Presentation at the 14th International Soil Conservation Congress, May 2006*
The Co-chair SGSS&D was invited to present the opening keynote address to the 14th International Soil Conservation Organization Congress in Marrakech, Morocco in May 2006. The 14th Congress was particularly significant with 2006 being the UN Year of Deserts and Desertification. The presentation addressed progress made by the IUCN Commission on Environmental Law on the development of national and international frameworks for the conservation and sustainable use of soil. The Board of ISCO forwarded a letter to the Director General of IUCN requesting IUCN to consider various options for the development of an international legislative instrument for the sustainable use of soil.
- b) *International workshop on Water and Soil Conservation Law China, August 2006*
In August 2006 five SGSS&D members participated in a workshop in Beijing, China on the reform of the 1991 Water and Soil Conservation Law of the People's Republic of China, including Co-chairs Dr Ian Hannam (Australia) and Professor Du Qun (China); Dr Irene Heuser (Germany); Associate Professor Ken Palmer (NZ) on behalf of SGSS&D; member Assoc. Prof. David Grinlinton; and Mr Bill Futrell (USA). Associate Professor Song Ying (CEL member China), played a key role in the workshop. The workshop was jointly arranged by the Asian Development Bank and the Chinese Ministry of Water Resources. The main objectives of the workshop were to review various aspects of international and national environmental law on soil and water conservation and their relationship to the reform of the PRC 1991 Water and Soil Conservation Law. The workshop made good use of legal research materials compiled by the SGSS&D in preparing the draft Protocol for Conservation and Sustainable Use of Soils, and EPLP publications No. 45 *Legal and Institutional Frameworks for Sustainable Soils* and No. 52 *Drafting Legislation for Sustainable Soils: A Guide*.
- c) *Swiss Presentation, October 2006*
Professor Ben Boer made a special presentation at a soil science conference held in Ascona Switzerland in October 2006 on the need for an international soil instrument. The presentation generated very useful discussions on various aspects of the draft Soil Protocol including the underlying soil scientific values for the development of a sound legal instrument.
- d) *Meeting at UNCCD Secretariat, November 2006*
A meeting was held between Co-chair Ian Hannam and Mr Gregorie de Kalbermatten (Deputy Executive Secretary UNCCD) and Mr de Vanssay (from the Committee on Science and Technology UNCCD) on 14 November 2006 to provide a background briefing on the draft Soil Protocol and to follow up on items raised between Mr de Kalbermatten and Mr de Vanssay with Dr Ian Hannam at the International Soil Conservation Organization Congress in Marrakech, Morocco in June 2006. At the meeting Mr de Kalbermatten outlined suggestions for developing further legislative supportive tools to support the UNCCD synthesis process.
- e) *Presentation to American Law Institute-American Bar Association, April 2007*
Professor Ben Boer and Mr Bill Futrell made a presentation at the American Law Institute-American Bar Association (ALI-ABA) seminar on International Environmental Law in April 2007, on the concept of the draft Soil Protocol and various national soil law issues, including specific USA soil conservation issues (see 8 below).
- f) *USA activities*
Mr Bill Futrell, USA member of SGSS&D, has been active in the following areas:

- Communications on 2007 Farm Bill: The Bill will contain the soil subsidies and standards for the next five years. Working with a broad-based coalition of environmentalists and fiscal conservatives who want to see the conservation aspects of the act expanded;
- Presentations: Paper for the Beijing workshop in August 2006; a paper on enforcement problems for the IUCN Academy Colloquium, Pace Law School, October 2006 (to be published in the next issue of the Pace Environmental Law Review, it will be a chapter on Academy proceedings); presentation to professional staff of Assistant Administrator for Policy of the US EPA on sustainability and agriculture (focus on compliance and enforcement challenges);
- January 2007: Meeting officials from the Senate and House of Representatives Environment Committees to discuss possible strategies to affect environmental standards in the Farm Bill;
- April 2007: Hosted meeting with Dr Andres Arnalds of Iceland to discuss sponsorship and agenda items for 100th anniversary of the Icelandic Soil Conservation Service;
- Developing a continuing legal education course on international environmental law (includes presentation on draft Soil Protocol), sponsored by the American Law Institute-American Bar Association Committee for Continuing Legal Education. Prof. Ben Boer participated as a panelist on soil legislation, as a new item on the agenda for US environmentalists.

g) *Other key activities*

Various preparatory activities have taken place in order to conduct the following activities:

- Discussions have been initiated between Professor Miodrag Zlatic, Belgrade University and SG members regarding an investigation into soil conservation laws and regulations in the Balkan countries;
- Laws, policy and institutional reform in Kyrgyzstan and Tajikistan for sustainable land management, with United Nations University Tokyo.

Draft materials have also just been received from Chinese colleagues for the proposed publication in the IUCN-ELP Environmental Policy and Law Papers series on the “Legal and Policy Framework for Management of Land Degradation in Dryland Ecosystems of China”, and the editing process now begins. CEL has agreed to fund this publication.

Oceans, Coastal and Coral Reefs

Co-chairs: David VanderZwaag and Nilufer Oral

The Oceans Coastal and Coral Reefs Specialist Group has replaced the previous Specialist Group on Ocean Law and Governance, established in 2003, and since then it has been very productive. The group has contributed to the UN Informal Consultative Process on Oceans and Law of the Sea and UN General Assembly negotiations on the Oceans and Law of the Sea Resolution. It has also participated in the IUCN Academy of Environmental Law Research Workshop held in Ottawa, on 19–21 April 2007.

The group collaborated with David Freestone, editor of the *International Journal for Marine and Coastal Law*, in preparation for a special journal issue on the topic of ocean governance. Papers are being contributed by members on a range of governance topics including land-based marine pollution, shipping, regional fisheries management, regional seas cooperation and high seas governance.

In cooperation with the Mediterranean Specialist subgroup and the IUCN Centre for Mediterranean Cooperation, the group convened a regional workshop on ‘Shipping and Marine Biodiversity’ in Istanbul, Turkey, on 21–25 September 2007. The final goal of this workshop was to assess the status and threats from shipping pollution in the Mediterranean and to develop recommendations for future national, regional and international actions to better plan and regulate shipping activities.

The group also co-organized a workshop by the High Seas Governance sub-group on ‘High Seas Governance for the 21st Century’ which was held in New York, on 17–19 October 2007. The objective of this workshop was to bring together leading experts in high seas governance issues from academia, government and nongovernmental organizations, acting in their personal capacity, to develop a range of policy and regulatory options for the further development of the high seas regime under the UN Convention on the Law of the Sea.

Indigenous People

Co-chairs: Laura Westra and John Scott

It is important to note that the Specialist Group on Indigenous People was newly established in 2006. Nevertheless, the group already has many achievements, with a significant number of activities. Among them, it is important to note that SGIP is conducting an investigation to analyze how current regimes in selected countries protect the rights of indigenous peoples in relation to conservation, including respect for indigenous knowledge and land rights.

In June 2007, Dalhousie University in Halifax, Canada, in partnership with the Global Ecological Integrity Group (GEIG), hosted the highly successful Ecological Integrity and a Sustainable Society Conference. Members of the SGIP delivered a number of papers: SGIP Co-chair Laura Westra, a founder of GEIG, addressed the critical issue of Arctic peoples and Biodiversity – the interface between climate change and traditional ecological knowledge; SGIP Co-chair John Scott delivered an update on work related to indigenous peoples which is being carried out under the Convention on Biological Diversity (CBD) focusing on the development of elements of a code of ethical conduct to respect the intellectual and cultural heritage of indigenous peoples; and Melinda Janki presented a case study on Guyana on the question as to whether protected areas can preserve cultural and biological diversity.

SGIP is exploring ways to assist the implementation of the next and future IUCN Programmes to be more inclusive of indigenous peoples' issues and believes that it is opportune for IUCN to build bridges and partnerships with indigenous peoples.

Armed Conflict and the Environment

Co-chairs: Michael Bothe and Carl Bruch

The Armed Conflict and the Environment Specialist Group's principal objective is the assessment of experiences in post-conflict management of natural resources and the environment and the exploration of the current law questions of armed conflicts as it relates to the protection of the environment.

In order to achieve its objective, in September 2006 the group convened a seminar in Washington, DC on "Protecting the Environment in Times of War". This seminar provided a historical overview of the development of international law designed to prevent, minimize, mitigate and redress the environmental impacts of armed conflict. It also sought to highlight potential gaps in the legal and institutional frameworks governing the environment during armed conflict.

On 17–18 September 2007, the Specialist Group convened an international meeting on 'Managing Natural Resources in Post-Conflict Societies: Lessons in Making the Transition to Peace', held in Geneva in partnership with the United Nations Environment Programme (UNEP). The meeting identified a range of post-conflict countries in which natural resources played an important role in peace building and recovery.

The Specialist Group is now forming an open-ended reflection group. Co-chair Michael Bothe started elaborating a questionnaire. Although the question of the application of the law of armed conflict for the protection of the environment has been an object of political and academic discussion for more than three decades, controversy persists which invites a fresh in-depth analysis of strengths and gaps. Based on this analysis, the Specialist Group will highlight opportunities for making recommendations for amending or developing new law and policy in the field.

Ethics

Co-chairs: Brendan Mackey and Klaus Bosselmann

The work of the Ethics Specialist Group (ESG) has been focused on advancing a critical analysis of the Earth Charter and the role it can play in building credible and effective global ethics and international law. ESG members, such as lawyers, philosophers and scientists, have contributed to the growing body of academic literature on the Earth Charter. A number of conference papers, articles and books have been developed, for example, the legal status of the Earth Charter, its importance as

a covenant, and the meaning of its principles and values with respect to justice, human rights and the precautionary principle.

On behalf of IUCN, Klaus Bosselmann attended a UNESCO workshop held in Tripoli, Libya in June to launch the 'Arabian Network of Environmental Ethics' (ANEE). The workshop with participants from the Arabian region adopted the 'Tripoli Declaration' referring to the Earth Charter and further adopted a working programme for developing and implementing relevant values and principles in countries from the Arabian region.

Following up to the successful Planning Meeting held at IUCN HQ in September 2006, the Specialist Group on the 'Code of Ethics for Biodiversity Conservation' prepared a report that identified key issues and outlined the further working agenda. At a workshop held in Halifax in June 2007, it was decided to extend the scope of the Code project to incorporate basic concepts of human-nature relationships. The broader approach is reflected in the new title 'The Biosphere Ethics Project.' In September 2007 a four-day workshop under this title was held in Windblown Hill near Chicago.

A project on governance for sustainability was commissioned by the Chair of CEL to provide guidance in the area of environmental governance at global, national and local levels. The project aims for an ethically-based concept of good governance reflecting the normative characteristics of sustainability.

Enforcement and Compliance

Co-chairs: Ricardo Lorenzetti and Kenneth Markowitz

The Enforcement and Compliance Specialist Group counts as a great achievement the organization of the 4th IUCN Academy on Environmental Law Colloquium that focused on environmental compliance and enforcement. This event brought together more than 220 representatives from 45 countries and 60 universities. The Colloquium was held at Pace Law School in White Plains, New York, in October 2006. It concluded with several action items designed to enhance compliance and enforcement that are included in the "Outcomes" document.

Work is well underway on two books that will result from the Colloquium; the first, the Proceedings of the Colloquium that will feature approximately 25 papers that were presented at the event; and the second, a Compendium that will include a collection of enforcement and compliance reference materials from several different countries.

Judiciary

Co-chair: Vladimir Passos de Freitas

The aim of the Judiciary Specialist Group is to promote and support the role of judges in Environmental Law through capacity-building initiatives. In 2007, the group grew with the admission of new members, from Argentina, Brazil, Spain and Tanzania. The goal is to receive new ideas and new experiences.

In June 2007, some members of the group, such as Nicolau Konkell Júnior (Brazil) and Nestor Cafferatta (Argentina) participated, along with 80 other judges, in a seminar on Environmental Law, held in the city of Paraty, Brazil, which proved to be very useful for all the participants.

The next goal of the group is to reactivate the IUCN Judicial Portal, so that judges from every country will be able to have access to a number of judicial decisions from different Courts, which may serve as a foundation for similar decisions in other countries, members of Civil Law or Common Law. One of the goals is to attract to the group more judges from Africa, Asia and Eastern Europe.

The group has organized a contest addressed to judges for papers on environmental law. This contest was launched in December 2007, and is having a good response from judges from all over the world.

Water and Wetlands

Co-chairs: Rosemary Lyster and Marta Rovere

In consultation with ELC, it was agreed in 2006 that the Working Group would draft model water legislation which could be referred to by any country seeking to either introduce water legislation or

amend its water legislation. A draft Model Water Law document was prepared by Rosemary Lyster and circulated to the group on 12 January 2007.

Marta Rovere circulated the draft Model Water Law document to the Spanish speaking group, who comprise the 'Foro de Especialistas de Aguas de Sudamérica' and are members of the Specialist Group on Water and Wetlands. Since then, Marta has been working closely with the regional group to develop responses to the document. ELC and Marta Rovere have worked with the expert body on several water projects and expert fora, where they discussed and made proposals to improve water legislation and water policies.

In October 2007, Marta Rovere, Alejandro Iza and Sheila Abed presented the outcomes of an IUCN project on glaciers during the II Latin American Congress on National Parks and other Protected Areas held in Bariloche, Argentina.

In another activity of the group, Rosemary Lyster and Marta Rovere both provided comments on the draft Water Law of Costa Rica, as requested by the IUCN Regional Office for Mesoamerica (ORMA).

Protected Areas

Co-chairs: Melinda Janki and Rodrigo Agostinho

The Specialist Group on Protected Areas (SGPA) was re-formed with a new mandate following the CEL Steering Committee in May 2007 in Sao Paulo, where the new Co-chair Rodrigo Agostinho was designated.

The SGPA has provided advice to the IUCN Regional Office in Bangkok on comparative connectivity issues, with Liliana Maslarova providing advice on Eastern Europe.

Both co-chairs delivered papers to the Latin American Parks Congress. Rodrigo Agostinho spoke about issues relating to protected areas in Brazil. Melinda Janki delivered a paper on governance and protected areas, using the protected area established by the WaiWai community over their lands in southern Guyana as an example of good governance.

Trade and Environment

Co-chair: Marie Claire Segger

The Trade and Environment Specialist Group (TESG) would like to take note of the latest scientific understanding of the systemic relations between ecosystems and human well-being. As they did 20 years ago with climate change, the scientific community is calling our attention to a major, global environmental issue that needs urgent attention: ecosystem degradation and socio-ecological resilience.

Moreover, TESG wants to look at local dynamics. There are many experiences around the world related to sustainable production, consumption and livelihoods, in which trade plays a central role. These experiences or strategies of socio-ecological resilience are treated as particular or idiosyncratic projects with little national projection, and hence are politically fragile. TESG wants to look at this kind of cases and determine which normative environments support them and which undermine them, and then assess trade rules accordingly.

On 4 October 2007, the first of two papers prepared by the TESG was presented during the II Latin American Congress on National Parks and other Protected Areas held in Bariloche, Argentina. This paper explores ecosystem services flow in international trade, in particular virtual flows not captured by the market, and will serve as a basis for discussions on how the international trading regime can better respond to the 21st century challenge posed by global ecosystem change.

The second paper, which is still under development, will explore the normative conditions under which successful local sustainable development strategies, that have international trade as a central element, operate. This paper includes information gathered from a number of local experiences and is meant to provide a foundation for a discussion on how trade rules can be made to work in favour of such local and sustainable endeavours.

Forests

Co-chairs: Prof. Nii Ashie Kotey and Prof. Paulo de Tarso

In January 2008, the new Specialist Group on Forests was launched, and the number of members is increasing daily. The co-chairs are now collaborating on the development of a work plan.

CEL and WCPA Task Force on Protected Areas Law and Policy

Co-chairs: Melinda Janki and Ben Boer

In 2006 the Commission on Environmental Law (CEL) and the Commission on Protected Areas (WCPA) established a joint Task Force on Protected Area Law and Policy.

The Task Force is focused on analysing existing governance in protected areas and providing advice on improving governance models. The general objective of the Task Force is to identify the legal principles and mechanisms that should be applied using the IUCN management categories, including providing guidance on legal mechanisms for recognizing privately owned, co-managed and community conserved areas. The specific objectives of the Task Force include analysing the legal issues raised by private/community owned/managed protected areas and proposing legal solutions to accommodate rights and enforce responsibilities. The Task Force will facilitate interaction between and conduct of workshops for members of the Task Force, protected area managers and legal researchers.

In the past year, groundwork research based on the Task Force's terms of reference has been carried out under a project established at the University of Ottawa in collaboration with the IUCN Academy of Environmental Law, with a grant from the Social Sciences and Humanities Research Council of Canada (SSHRC), as well as research support from Parks Canada.

In 2007 the IUCN Environmental Law Centre initiated a major project on protected area legislation. The Task Force studies currently being carried out through the SSHRC will also be used to support that project.

As case studies are developed and further research is done, material will be placed on both the CEL and WCPA websites for the use of the Task Force. The website material will also be accessible to other researchers working in this field.

Task Force on the Arctic

Chair: Wolfgang Burhenne

The Task Force on the Arctic was created by the Steering Committee Meeting in South Africa in 2005. Its aim is to monitor the evolution of the discussions concerning the Arctic legal regime, and to be attentive to developments in which CEL could play a useful role.

The Task Force on the Arctic was invited to the 7th Conference of Parliamentarians of the Arctic Region, meeting in Kiruna, Sweden, in August 2006, which included on its agenda the question of strengthening the Arctic legal regime. This was an opportunity to present the 'issue-oriented approach' taken by the CEL Expert Meeting. The Kiruna Conference Declaration recommended 'to initiate, as a matter of urgency, an audit of existing legal regimes that impact the Arctic, and to continue the discussion about strengthening or adding to them where necessary'.

Another event where the Task Force was represented was the Arendal Seminar on multilateral agreements and their relevance to the Arctic, held in September 2006 at the initiative of UNEP-GRID-Arendal and the Standing Committee of Parliamentarians for the Arctic Region. The Seminar followed up on the Kiruna 'audit' proposal and developed a set of recommendations on ways and means to ascertain the effectiveness and relevance of MEAs in the Arctic, and to examine the need and options for improving the existing regime.

All in all, and because of the political difficulties involved in improving the legal regime for the Arctic, the role of the CEL Task Force can only be to support action geared at improving participation in and implementation of the relevant global regime. This could be, for example, as proposed in Kiruna, through a UN Treaty event at the United Nations aiming at increasing ratification of global treaties

affecting the Arctic, as well as supporting the issue-oriented analysis which might clarify how best the regional regime can be strengthened.

3. IUCN Academy of Environmental Law

Co-Directors: Jamie Benidickson and Ben Boer

The IUCN Academy of Environmental Law was launched by the IUCN Commission on Environmental Law in 2003 as an autonomous network of university-based environmental law centres and academic experts, with the objective of undertaking academic research, studies and conferences on the further conceptual development of environmental law, in support of the mission of the IUCN and its Environmental Law Programme.

Since the last World Conservation Congress in 2004, the Academy's Secretariat has been established at the Faculty of Law at the University of Ottawa with the continuing financial support of Environment Canada, Health Canada, Hydro Quebec and others, together with the provision of office space, administrative and accounting services by the Faculty of Law. An internationally recruited co-director, Ben Boer, was appointed by the Faculty as a visiting professor, to join Jamie Benidickson, who had been appointed as a director at the 2004 Bangkok Congress. The Academy Secretariat appointed a full-time manager, Carolyn Farquhar, in 2007. The Academy has considerably developed its membership base, with over 70 universities representing some 400 environmental law professors from around the world. A special effort is being made to ensure that institutional memberships are generated from under-represented regions.

Major annual colloquia have been held in China, Kenya, Australia, USA and Brazil and the next five have been planned for Mexico, China, Belgium and South Africa. Annual volumes of edited colloquium papers continue to be published through Cambridge University Press.

The Academy's Teaching and Capacity-Building Committee is focused on the provision of greater academic support for environmental law teachers involving improvement of services through the Academy's website, linking with the IUCN Environmental Law Programme website on teaching and capacity-building initiatives, and the development of a structure for the delivery of "teaching the teachers" courses. These academic capacity-building courses will be conducted in consultation with IUCN Regional Offices in the relevant region wherever possible. In early 2008, a survey was conducted with all of the Academy's member institutions to gauge the needs of environmental law professors for curriculum development and academic capacity-building programmes.

The Academy's efforts in research have included a major Strategic Research Planning Workshop at the University of Ottawa in April 2007 and a seminar on Climate Change Law in Vancouver in October 2007. Its new Research Committee has begun to explore a major research project on climate change, including a substantial conference on the topic in 2008 involving professors from a wide range of universities, members of the CEL Specialist Group on Energy Law and Climate Change, and other partners. The Committee has also begun to explore the possibilities for an Academy Environmental Law Journal and annual academic awards programme.

A major project on academic curriculum development was conducted from 2006 to 2007, with financial support and close involvement of the UNEP Environmental Law Programme. Phase Two of the project involves the pilot testing of the curriculum and materials by Academy member institutions in a number of regions, and is planned for 2008.

In early 2008, a new Governing Council was elected, comprised of representatives from each of the IUCN Regions, together with CEL Chair Sheila Abed, the Head of the IUCN ELP Alejandro Iza, and the Academy's Co-Directors as *ex officio* members.

Working with its member institutions, the Academy is building its website into a major resource for academic teaching and research in all aspects of environmental law, linked to the IUCN ELP website as far as possible. For further information on the Academy, see <http://www.iucnael.org>.

Species Survival Commission (SSC) Report 2005–2008 by the Chair, Dr Holly T. Dublin

Introduction

This report begins with a thank you to the Wildlife Conservation Society, the MAVA Foundation, the World Association of Zoos and Aquaria, the Chicago Zoological Society and Conservation International. Without their financial assistance, I would not have been able to undertake the role of SSC Chair in a full-time capacity as was deemed necessary by the SSC Steering Committee at the end of the 2001–2004 intersessional period. Having a first-ever, full-time Chair for the 2005–2008 intersessional period has, I feel, been of great benefit to the Commission and helped us to better meet the expectations of our members and others in IUCN and beyond.

SSC Mandate, Strategic Plan and Priorities

During the 2005–2008 intersessional period SSC, with support from the Species Programme, continued to implement its 2001–2010 Strategic Plan. This report discusses our accomplishments for the period 2005–2008, in line with the Commission Mandate approved at the 3rd World Conservation Congress in Bangkok, Thailand, as well as additional priorities.

1. Commission Mandate

SSC serves as the principal source of advice to the Union and its members on the technical aspects of species conservation. It seeks to mobilize action by the world conservation community for species conservation, in particular for those species threatened with extinction and those of importance for human welfare.

2. SSC Vision

A world that values and conserves present levels of biodiversity.

3. SSC Goal

The extinction crisis and massive loss in biodiversity are universally adopted as a shared responsibility, resulting in action to reduce this loss of diversity within species, among species and of ecosystems.

4. SSC Objectives

- Decisions and policies affecting biodiversity influenced by sound interdisciplinary scientific information.
- Modes of production and consumption that promote the conservation of biodiversity adopted by users of natural resources.
- Capacity increased to provide timely, innovative and practical solutions to conservation problems.
- Greater commitment among the scientific community to the conservation, sustainable use and management of biodiversity, and integration of findings across disciplines increased and promoted.

5. Priorities for the 2005–2008 intersessional period

In addition, and upon my election I made a firm commitment to a number of new and ongoing processes in the SSC. These included:

- (a) Restructuring the Commission and its Secretariat support to facilitate the integration of SSC members' and Specialist Groups' work with the outputs of the SSC Strategic Plan (2001–2010) and IUCN Key Result Areas (2005–2008);
- (b) Re-appointing the Specialist Group (SG) Chairs on the basis of criteria developed by the Consultative Group on Commissions, recommended to the IUCN Governance Task Force and later adopted by Council;
- (c) Continuing to respond in tangible ways to the recommendations outlined in SSC's "2001 Study on Voluntarism" and the "2004 External Review of IUCN Commissions";
- (d) Assisting in securing support for the implementation of the Species Information Service to enable it to reach its full potential;
- (e) Forging stronger and more synergistic partnerships and joint programmes of work with our "sister" Commissions, the Secretariat, the regions, the thematic programmes and with relevant institutions and individuals outside IUCN; and
- (f) Investigating the merit and feasibility of SSC hosting a Commission-wide meeting for the SG Chairs to re-focus our efforts on species conservation, celebrate their enduring achievement on behalf of IUCN and provide them with thanks and recognition.

6. Achievements

Our achievements for the quadrennium are notable; only some can be highlighted here.

The IUCN Red List of Threatened Species™ and Assessment Work

The heartland of the IUCN SSC and Species Programme is our work on monitoring the status and trends of global biodiversity. The Species Programme has provided an increasing level of support to the SSC during this intersessional period. Dr Jane Smart, appointed as Head of the Species Programme in 2005, has assisted me in building collaboration between the IUCN SSC and the IUCN Species Programme. Our joint efforts have resulted in a number of successes during the reporting period and those directly relating to the IUCN Red List include:

- (a) *Annual Launches of The IUCN Red List of Threatened Species™*
The IUCN Red List launch every year generates the largest media coverage of any of IUCN's products. The update on the status of the world's species is eagerly awaited by media across the world and each year the media coverage of this event is larger than the year before – in 2007 this even included considerable television coverage.
- (b) *Global and Regional Assessments*
Utilizing our improved data handling system (the Species Information Service), a concerted effort has been made to increase the number of species that have been assessed through the IUCN Red List process. Assessments of entire taxonomic groups allow a better understanding of their global status. The Global Amphibian Assessment, undertaken in the last intersessional period, was the first such assessment and led to the publication of a comprehensive book in 2008. The Global Mammal Assessment was also completed in 2008. This ambitious task was accomplished through extensive workshops and consultations with SSC mammal Specialist Groups and will be profiled at the World Conservation Congress in Barcelona. Other global assessments completed in the intersessional included cycads, conifers and the world sharks, rays and chimeras. Regional assessments carried out included a European Mammal Assessment and several assessments of taxa in the Mediterranean; a series of freshwater assessments have linked species to the livelihoods of those who depend on them.
- (c) *Prioritization for Plant and Invertebrate Assessments*
One of the biggest challenges in species conservation is the assessment of neglected but vitally-important taxa, including plant and invertebrate species. The sheer numbers of species in these taxonomic groups make representative assessments extremely challenging, and therefore carefully-considered prioritization exercises are required. Much of the 2005–2008 intersessional work on plants and invertebrates has been spent on these prioritization exercises. Prioritization

helps to ensure that the most important species are assessed first – in the case of plants it was decided that those species important for human use and consumption should be accorded the highest priority. Prioritization also helps to ensure that assessments are sent in to the Red List Unit in a predictable manner and format to avoid overwhelming staff and creating a backlog of assessments. Unfortunately, funds for these assessments are not always evenly matched with SSC's priorities but we endeavour to expand our assessment work for these speciose but important groups.

(d) *Delivering Key Biodiversity Indicators*

The SSC Biodiversity Indicators Sub-Committee is responsible for overseeing our contributions to species-based indicators for all relevant policy and management needs. At present SSC is working on indicators for trends in biodiversity using the IUCN Red List Index (RLI) and Sampled Red List Index (SRLI), as well as for sustainable use by 2010 and is hoping to increase our ability to track changes in the impacts of alien invasive species and climate change in the future. Based on taxonomic groups that have been assessed at least twice, the IUCN RLI and SRLI monitor trends in the status of species over time. To date, IUCN RLIs have been developed for all bird species from 1988–2008, for all amphibian species from 1980–2004 and mammals from 1980–2008. These indices show continuing deterioration in the status of birds and amphibians worldwide. SRLIs have been completed for all vertebrate species, including freshwater and marine fish, reptiles, reef-forming corals, odonata and freshwater crabs. The IUCN RLI has provisionally been accepted by the United Nations as a biodiversity indicator for Millennium Development Goal 7 on environmental sustainability. A final decision will be taken in 2008.

Other technical work with the IUCN Species Programme, IUCN Regional Offices, other IUCN Commissions and other IUCN Thematic Programmes

Our commitment for the 2005–2008 intersessional period to “forge stronger and more synergistic partnerships and joint programmes of work” with various parts of IUCN (see 5e above) resulted in some pioneering projects and informed guidance on best practices. Among others, these initiatives included:

i. *Climate change and differential species vulnerability*

To date, the likely impacts of climate change have been based either on isolated case studies, or on large-scale “envelope” modelling. An empirical approach across large numbers of species to gain an understanding of which species are likely to be most vulnerable to climate change, and in what ways, had not yet been undertaken. So our work provides an essential step if biodiversity conservation planning strategies are to incorporate mechanisms for adapting to impacts in a meaningful way. In 2006, we submitted a two-year proposal to the MacArthur Foundation to conduct such a study and we were successfully awarded US\$ 400,000.

ii. *Joint WCPA/SSC Systematic or Area-based Conservation Planning Initiative*

Starting in 2005, the World Commission on Protected Areas (WCPA) and the SSC decided to undertake a joint initiative to produce guidelines on systematic conservation planning (otherwise referred to as area-based planning of landscapes). The idea was to bring together strengths from the two Commissions in land planning approaches to secure the long-term conservation of biodiversity values and assets. The guidelines will be launched at World Conservation Congress in Barcelona as a joint WCPA/SSC product. We hope to stimulate their further development and implementation there through a series of workshops and capacity building opportunities.

iii. *Engagement with the Business Sector – The Power of IUCN's Value Proposition*

The past four years witnessed a dramatic increase in the need for direct engagement between the business sector and SSC expertise in mitigating potentially harmful impacts of business activities on species. Our engagement required careful and constant liaison with the Business & Biodiversity Programme and many of our Regional Offices around the world – a true demonstration of the power of IUCN's “One Programme” delivery. One example of SSC's ability to positively affect business operations was in India where the approved expansion of a port had the potential to impact marine turtle populations in the area. SSC's Marine Turtle Specialist Group was able to contribute to a strong partnership between IUCN and the developer involved. The provision of sound and impartial scientific advice is a great strength of the SSC and we anticipate an ever-increasing demand for this in the years to come.

iv. *Sustainable modes of consumption and production*

One of SSC's four primary objectives focuses on the sustainable use of species and remains a core focal area for our work. Many SSC Specialist Groups must deal with the significant challenges presented when species are threatened by unsustainable practices yet are needed by humans for their health and livelihoods. One example in this regard is the work of the SSC Medicinal Plant Specialist Group which has been instrumental in this reporting period in developing the International Standard for Sustainable Wild Collection of Medicinal and Aromatic Plants (ISSC-MAP). Another example is our Cat Specialist Group who were invited by the Chinese State Forestry Administration to comment on China's reassessment of the 1993 domestic ban on the trade in tiger parts and derivatives. With a surplus of captive-bred tigers in China's "tiger farms" now in excess of 5,000 animals, the pressure to re-open the trade is seen to place unpredictable risks on the highly-threatened remaining populations of tigers in the wild. Such issues involve consideration of the complex dynamics between supply and demand as well as balancing deep technical understanding with diplomacy in our multi-cultural world – these are strong skills which the SSC has and provides to IUCN.

Providing Technical Support to Multilateral Environmental Agreements

One of SSC's most fundamental roles is to provide sound, scientific information and advice to relevant Multilateral Environmental Agreements (MEAs). This reporting period saw meetings of the Conference of the Parties (CoP) for three of our most important policy fora:

1. *The Convention on Migratory Species of Wild Animals (CMS) CoP7 – Nairobi, Kenya, 2005*
The meeting covered many topics of interest to SSC, including debate about listing gorillas and basking sharks on CMS Appendices as well as proposed resolutions and recommendations on climate change, by-catch and adoption of the Addis Ababa Principles and Guidelines for Sustainable Use. Highlights from SSC's direct involvement in CMS were signing and active participation in the coordination and implementation of the MOU and Strategic Plan of Action for West African elephants, which includes 13 range States, and the MOU and Action Plan for the conservation of saiga antelope with Mongolia, Uzbekistan and WWF International. We maintain very regular communication with the CMS Secretariat on matters of mutual concern.
2. *The Convention on Biological Diversity (CBD) CoP8 – Curitiba, Brazil, 2006 and CoP9 – Bonn, Germany, 2008*
Of particular note at CoP8 was the demand for indicator work to focus on highlighting the relationship between biodiversity and the alleviation of poverty, particularly the contributions that biodiversity provides to ecosystem goods and services. This provided SSC with clear direction to continue to develop our nascent work on sustainable use indicators, including those on biodiversity used in medicines and human food, the proportion of products derived from sustainable sources, and changes in the status of species threatened by trade. Discussions in the side events we hosted also reflected a clear recognition of the need for both the IUCN Red List Index and the Sampled Red List Index. Further interest and support was expressed for the development of important post-2010 indicators including those on climate change, disease, and the loss and fragmentation of habitats and ecosystems. We have made a substantial contribution to the CBD Global Strategy for Plant Conservation showing how the work of the SSC SGs contributes to the achievement of all the targets and new assessment tools under development were showcased at CBD CoP8. At CoP9 IUCN presented a more detailed synthesis of all the work being done to contribute to the implementation of the Strategy.
3. *The Convention on the Trade in Endangered Species of Wild Flora and Fauna (CITES) CoP14, The Hague, Netherlands, 2007*
As we have done for many years, the Species Programme in collaboration with SSC members and Specialist Group Chairs produced the IUCN/TRAFFIC Analyses of the Proposals to Amend the CITES Appendices for CoP14. SSC was directly involved in issues of species trade and conservation including a focus on: sharks, sturgeon, paddle fish, toothfish, Asian big cats and rhinos, African elephants and rhinos, Tibetan and saiga antelope, freshwater turtles and tortoises. There were numerous proposals for the listing of species in the CITES Appendices and many other issues, including the links between CITES-traded species and human livelihoods and, importantly CITES's own Strategic Vision (2008–2013) and its link to the Convention on Biological Diversity and other policy instruments. The CoP was preceded by a three-day African Elephant range States meeting in which SSC's African Elephant Specialist

Group continues to play a central role. The work of IUCN, SSC and its Specialist Groups, in particular, was repeatedly commented on from the floor.

7. Governance

An important part of our success in achieving these commitments resulted from strong leadership and good governance, including:

- (a) *Active participation on Council by the SSC Chair and external review of the Commission*
I attended all Council meetings in the 2005–2008 intersessional period and served actively on the Programme and Policy Committee, the Governance Task Force and the One Programme Working Group of the IUCN Council. My performance as Chair was appraised (as per Regulation 78. c) and the Commission was externally reviewed (as per Resolution 19.2).
- (b) *A highly productive Steering Committee*
One of SSC's main strengths is its highly technical, very experienced Steering Committee. The Steering Committee consisted of 18 members, who ranged from high-level academics to the leaders of several leading international conservation organizations. Despite their commitments to their paid positions, the members were totally committed to their respective roles and work assignments on the SSC Steering Committee.
- (c) *Fully operational Sub-Committees and Task Forces*
Part of the SSC's success this intersessional period resulted from the work of several exceptional sub-committees and task forces – each mandated with a specific purpose. Three taxonomic sub-committees were formed, namely the Invertebrate, Marine and Plant Conservation Sub-Committees. These three taxonomic Sub-Committees were tasked to represent the interests of their respective components of the SSC network, help to prioritize their work, and improve their strategic engagement with SSC and other parts of IUCN. Three thematic Sub-Committees were formed, namely the Biodiversity Assessments, Biodiversity Indicators and Sustainable Use Sub-Committees. These Sub-Committees played very specific roles in the SSC, overseeing and guiding our work in some of our most critical areas – Red List assessment, maintenance of the Red List standards, development of crucial policies on data sourcing and use, the development of species-based indicators and our cross-cutting work in the field of sustainable use. Several short-term task forces were established over the intersessional period, the most important being the SSC Restructuring Task Force which handled the issue of 5a, above.
- (d) *Appointment of SG Chairs*
The appointment of the 109 SSC Specialist Group Chairs, Co-chairs and Red List Authorities against a formal SSC Terms of Reference went smoothly. Most of these were completed by the end of 2005 with various adjustments since then due to resignations and attrition. The Commission lost some very distinguished and valued members of the network in this period due to ill health, others passed away. Most of our appointed Chairs performed satisfactorily in their unique role as leaders of groups of unpaid experts giving of their time to IUCN – a task not to be underestimated.
- (e) *Establishment of the Membership*
Each Specialist Group Chair is mandated to appoint the membership of his/her respective group. As of the end of January 2008, a total of 7,495 SSC members were registered on the Commission Registration System – a figure which increases regularly with the appointment of new members.
- (f) *First-ever meeting of the SSC Specialist Group Chairs*
A major achievement of the 2005–2008 intersessional period was the first-ever meeting of the SSC Specialist Group Chairs, which took place February 2008 in Al Ain, United Arab Emirates. It was designed to celebrate the voluntarism of the Chairs and acknowledge their enormous contribution to global species conservation over the last six decades. The meeting, attended by the majority of SSC as well as the leadership of the IUCN Secretariat from headquarters and regions, was a resounding success. Redesign of SSC, IUCN policy, the World Conservation Congress, tools for species and area-based conservation planning, communications,

networking and many other issues were discussed – allowing the Chairs to share their knowledge and experience with each other.

(g) *Redesign for Future*

With SSC being almost 60 years old, and having expanded organically during that time, there were some concerns as to whether coordination and support of the >7,500 members and ~109 groups was still viable. Questions were also raised as to whether SSC can lead itself and others into the future while still maintaining credibility as the authoritative provider of species-related scientific information – particularly in the face of our increasingly politicized world and the complexity of the challenges we face. For these reasons, the SSC Restructuring Task Force was established in 2005. The Task Force reviewed the many external and internal evaluations and needs assessment studies that SSC and IUCN have conducted over the last 10 years, as well as the SSC Voluntarism Study of 2001 and a telephonic survey with our SG Chairs in 2007 for this work. The Task Force concluded that it was time to redesign SSC to better ensure its ability to contribute its collective power to a rapidly-changing world. Based on the pressure-state-response model, which underpins our new Strategic Plan, the fundamental concept of the redesign separates the SSC Red List assessment activities from our work on analysing threats to biodiversity and mitigating these threats through our collective conservation actions. This shift further ensures the independence, objectivity and credibility of our Red List process.

8. Finances

The finances of SSC remain a challenge. The Commission Operations Fund is insufficient for the governance needs of the Commission and the Office of the SSC Chair. Likewise, the core funds allocated to the Species Programme do not cover even the core functions of maintaining the Red List standards, producing the annual Red List, or providing the necessary support to the Commission. External donor funds for the programmatic contribution of SSC must be raised from external sources in an increasingly competitive and biodiversity “unfriendly” funding environment.

- (a) The Commission Operations Fund has increased from CHF 267,000 to 297,000 per annum over this intersessional period. These funds contribute to the running of the SSC Chair's Office and the governance of the various SSC Sub-committees. Despite the tight allocation, we have aimed to carry forward some funds each year in order to secure ourselves for larger requirements such as the SSC Specialist Group Chairs' meeting and our Commission contribution to the World Conservation Congress.
- (b) As agreed by the SSC Steering Committee in 2006, all carbon emissions from travel paid for by the SSC Commission Operating Fund are now offset using the IUCN Carbon Fund. The offset amounts for travel paid for by the Commission Operations Fund average approximately CHF 2,500 per annum – hardly significant but at least a gesture of intent.
- (c) As mentioned at the beginning of this report, funds from the Wildlife Conservation Society, the MAVA Foundation, the World Association of Zoos and Aquaria, the Chicago Zoological Society and Conservation International were crucial to my being able to become a full-time Chair for SSC. It also allowed me to hire a part-time Senior Commission Officer and covered some of my travel expenses.
- (d) The Species Programme currently receives core funds from IUCN of approximately CHF 1,000,000 per annum – less than 1% of the overall budget of IUCN. These funds are used to leverage approximately four times this amount from external donor sources. IUCN's project-driven funding model continues to place major constraints on the ability of the programme to provide the core support required by the Commission.

9. Conclusion

Adhering to IUCN's “One Programme” vision, SSC and the Species Programme have now revised our Strategic Plan for Species for the intersessional period 2009–2012 to be more directly linked to the vision, goals and thematic priorities of IUCN. The Plan will be accompanied by a four-year operational plan. Finalization of the strategy and operational plan coincides with the World Conservation Congress in Barcelona.

The 2005–2008 intersessional period, despite financial constraints, has been one of many victories, large and small, for SSC and the Species Programme. Many initiatives were started, now successfully brought to fruition. Successful planning and strategic thinking all through the period has placed us in an excellent position to face new challenges in the next intersessional period and beyond.

World Commission on Protected Areas (WCPA) Report 2004–2008 by the Chair, Nikita Lopoukhine

Introduction

WCPA is IUCN's worldwide network of protected area experts. Its mission, as confirmed at the Bangkok World Conservation Congress in 2004, is: **to promote the establishment and effective management of a worldwide, representative network of terrestrial and marine protected areas.** In pursuing this mission, WCPA aims to become the world's recognized source of guidance, support and expertise on protected areas. WCPA has a fully integrated programme with the IUCN Programme on Protected Areas (PPA), in line with the "One Programme" concept of IUCN. The main area of focus for the Commission in the 2004–2008 period has been on the implementation of the outcomes of the 2003 World Parks Congress and the Convention on Biological Diversity's Programme of Work on Protected Areas. Accordingly, this report will briefly highlight key achievements during the 2004–2008 period.

These priorities guided the design and appointment of a Steering Committee and the development of an IUCN-WCPA Strategic Plan. This Report is aligned along the key strategic directions of the Strategic Plan and the Commission's regional structure.

Conserving Biodiversity – Marine priority

Working alongside and in support of partners on marine protected areas (MPA) actions across the oceans of the world, initiatives undertaken included holding a global MPA Summit in Washington, DC in 2007. A resulting coalition secured joint resources from IUCN members (CI, TNC, WWF US) to establish a WCPA Marine MPA Coordination Officer post. Membership in WCPA Marine was expanded significantly to include members in over 50 countries. Through a grant from the Packard Foundation a business plan was drawn up, including a funding strategy. WCPA Marine played a major role in the planning and implementation of the first International Marine Protected Areas Conference (IMPAC) in Australia.

WCPA Marine launched an action plan (in all three IUCN languages) that includes the implementation of a marine web portal for MPAs to strengthen the effectiveness of MPA networks. Further, with Google and National Geographic concerted efforts have been launched to enhance public access to, and understanding of, MPAs and progress on implementing MPA networks. Work commenced on a quality assured "Wet List" of protected areas that can be used for global reporting and analysis on MPA progress.

Conserving Biodiversity – Mountains priority

The period was marked by the tragic loss of stalwart Commission members Mingma Sherpa and Chandra Garung.

The retention and motivation of 500+ WCPA Mountains Biome experts was achieved in part through: providing an active listserv and a newsletter "Update" on mountain issues; sponsoring three international fora facilitating connectivity conservation in mountains; and publishing three publications: *Guidelines for Planning and Managing Mountain Protected Areas* (in English, Russian and Spanish), *Managing mountain protected areas: Challenges and responses for the 21st Century*, and *Managing Protected Areas: A Global Guide*.

Science, Knowledge and Management

With over 130 WCPA members this Strategic Direction also incorporates task forces on Protected Area Categories, Protected Landscapes, Wilderness, and Information Management. A program on alien invasive species and protected areas was also launched.

A particular focus within the period was the project “*Enhancing our Heritage: monitoring and managing for success in natural World Heritage sites*”. Working with the UNESCO World Heritage Centre the project tested the IUCN-WCPA Management Effectiveness Evaluation Framework in nine world heritage sites in Africa, Asia and Latin America. Projects to extend application of the methodology to other world heritage sites, as well as other protected areas, are underway. Also, the *Global study on management effectiveness of protected areas* in collaboration with the University of Queensland, WWF International, The Nature Conservancy and UNEP-WCMC has compiled information on assessments of over 6000 protected areas in more than 80 countries. Results were reported at the CBD second meeting of the Ad Hoc Protected Areas Working Group meeting in Feb 2008 and will serve as an indicator for the 2010 Biodiversity Indicators Partnership project.

WCPA members have conducted training and capacity building workshops for management effectiveness evaluation in Europe, West Africa, East Africa and Southeast Asia. The objective is to develop a network of people who have the knowledge and capacity to assist countries in meeting their management effectiveness commitments under the CBD Program of Work on Protected Areas.

The Categories Task Force is revising the guidelines to the IUCN protected area management categories in response to the Amman IUCN Congress resolution. The objective is to clarify application of the category system in light of current issues, changing attitudes and conditions within protected areas. A “summit” on the categories was held in Almeria, Spain, in 2007. The revised Guidelines are to be finalized in time for the World Conservation Congress in Barcelona.

The Wilderness Task Force (WTF) launched a new website to update membership, post documents (including a growing library of wilderness materials – maps, laws/policy statements) and request/obtain comments on draft documents. This Task Force produced the Handbook on International Wilderness Law and Policy and launched The Wild Planet Project, an overview on wilderness conservation. The WTF also planned and implemented the very successful 8th World Wilderness Congress (Alaska) and began planning for the 9th Congress in Mexico in 2009.

Capacity Building

The Protected Area Learning Network (PALNet) www.parksnet.org/ was launched with great success at the 2nd Latin America Protected Areas Congress. This virtual platform allows all people related to protected areas to have easy access to a collective database where documents, projects and experts can easily be found.

A series of workshops on the review of, and capacity-building for, the implementation of the Programme of Work on Protected Areas under the Convention on Biological Diversity were held in: Cape Town, South Africa, India and Sabah, Malaysia. These involved WCPA Regional Vice Chairs, IUCN members, the CBD Secretariat and a range of other partners

The Sustainable Financing Task Force completed a global survey of PA funding and expenditure in 2007. The outcomes yielded a median figure of \$9.04 invested per hectare per annum on existing protected areas, though the costs were highly variable, both within and between countries. Through the survey it became obvious that governments continue to fund PAs in the context of entire budget relativities rather than on a needs basis. The survey underlined the importance of governments continuing to fund protected areas as a public good. A 2007 meeting in London showcased protected area programs funded by carbon offset funding. Standards are needed for universal application to ensure recognition of the value of such programs.

The Tourism Task Force provided advice on request on a variety of issues and determined that a global collection of park tourism data is feasible and this will be pursued. Linkages between tourism and financing protected areas were explored and the results were presented at the CBD Programme of Work on Protected Areas meeting in Rome in a paper entitled “Improving protected area finance through tourism”. Other publications included *Tourism and Protected Areas: Benefits Beyond Boundaries*.

Governance, Communities and Livelihoods

Jointly managed by WCPA and CEESP, the focus was on promoting multiple forms, and the good governance, of protected areas, in particular national and local implementation. The “IUCN protected area governance matrix” was published. The concept of protected area governance, through both “type” and “quality” considerations was refined. Technical support, numerous workshops and missions were carried out within a dozen countries. Advances under the CBD Programme of Work on Protected Areas with regard to community involvement in PA governance and CCAs was tracked.

The understanding and widespread application of, Community Conserved Areas (CCAs) were significantly broadened. Regional reviews of CCA status and needs were carried out. Papers, cases studies and information were made available. A Global Alliance in support of Community Conserved Areas is evolving out of an international workshop on CCAs, in Turkey.

Capacity building was addressed by developing regional learning networks for co-management of protected areas with indigenous peoples and regional networks. A new curriculum was established for PA managers in West Africa, and testing it was carried out at both classroom and field level in Morocco.

Publications included *Protected Landscapes and Agrobiodiversity Value, and Community Conserved Areas: a review of status and needs after Durban 2003* and *CBD COP7 2004 Preliminary Synthesis*.

A WCPA Task Force took responsibility for implementing WCC 3.063, “Cities and Conservation.” The Task Force concentrated on the key role of protected areas in connecting urban people to nature, and in providing nature services to cities and their residents. This exploratory effort focused on urban protected areas and on building connections with urban institutions.

Regional activity highlights

Continued attention was paid to strengthening the network by selective recruitment and strengthening communications among members within Regions. Specific initiatives include having the Government of Benin declare a protected area day, and a week of exhibitions on this theme. A number of WCPA best practices guidelines were translated into Russian, Thai, Bahasa and Arabic, considerably broadening the outreach and application of these publications

Numerous workshops and congresses were organized by WCPA Vice Chairs and publications realized over the period. These were undertaken through partnerships and a wide range of sponsorships. Reference below to WCPA Regions provides the link for following up with the Regional Vice Chair.

- *Managing Protected Areas in Times of Change: Leadership in Governance of Protected Areas.* WCPA Caribbean
- *Protected Areas: buffering nature against climate change. Proceedings of a WWF-Australia and IUCN World Commission on Protected Areas Symposium.* WCPA Australia New Zealand
- *Proceedings of the Regional Conference and the Kinabalu Action Plan.* WCPA South East Asia
- *Gap Analysis for terrestrial protected areas.* WCPA South East Asia
- *Case studies on protected areas management in SEA.* WCPA South East Asia
- *Assessment of Institutional Arrangements of three pilot protected areas in SEA.* WCPA South East Asia

Regional Vice Chairs were active in providing technical assistance on: implementing the CBD Programme of Work on Protected Areas; capacity building, including establishing training centres and focusing on training the trainer approaches; World Heritage management; specific protected area issues; the updating of the World Database on Protected Areas; in country reviews on protected areas; gender issues related to protected area management; management effectiveness assessments; securing financing for, in particular, indigenous communities involved in protected area management; connectivity conservation; gap analysis on both marine and terrestrial interests; opening lines of communication with local communities around PAs; establishment and management of protected areas; trans-boundary protected areas.

WCPA was increasingly called upon to provide a service of Verification and Certification for assessing PA establishment and management against IUCN Categories.

World Heritage

WCPA continued to contribute to the evaluation and monitoring of natural World Heritage sites around the world as contemplated in the World Heritage Convention, while simultaneously seeking to improve performance. An independent evaluation of IUCN's work on World Heritage was undertaken, and is being implemented as funding becomes available. Particular effort has been placed on developing an independent fund for natural World Heritage, capacity building for WCPA members carrying out field missions, and encouraging the use of World Heritage sites as models to promote the benefits of effective protected areas for biodiversity conservation and sustainable development.

International events with prominent WCPA representation

- CBD Ad Hoc Working Group on PAs, Montecatini (June 2005) – Featured side events and Chair's plenary address
- First Marine Protected Areas Congress (IMPAC), Australia (October 2005) – Co-sponsored by WCPA
- Conservation and Sustainable Use in Protected Areas and Corridors, Brazil (October 2005) – Co-sponsored by WCPA
- 8th Conference of Parties (COP8) to CBD, Curitiba, Brazil (March 2006) – Featured side events by WCPA
- 8th World Wilderness Congress, Anchorage, Alaska (November 2006) – Organized by WCPA Wilderness TF, Plenary address by Chair and release of Trans-boundary book edited by Deputy Chair
- Brazilian Protected Area Congress (June 2007) – Plenary address by Chair and other WCPA members
- Parks, Peace and Partnerships Conference commemorating the 75th anniversary of the Waterton Glacier International Peace Park (September 2007) – Plenary address by Chair and a final synthesis by Deputy Chair
- 2nd Latin American Congress, Bariloche, Argentina (October 2007) – Programme organized by WCPA featuring many WCPA members
- 2nd meeting of the CBD Ad Hoc Working Group on Protected Areas, Rome (February 2008) – Training workshops organized by WCPA
- 9th Conference of Parties of CBD, Bonn (May 2008) – Featured side events by WCPA

Significant other initiatives

An annual World Protected Leadership Forum was held and organized by IUCN WCPA/PPA with a host country Park Agency. CEOs from across the world used the opportunity to bring forward their preoccupation and share solutions as well as provide input to IUCN on the priorities faced by the leading protected area agencies of the world. Canada, Mexico and Scotland hosted the first three fora.

South Africa hosted a meeting in Cape Town of invited participants at the Durban+5 meeting. The purpose of the meeting was to review the commitments coming out of the Durban World Parks Congress and to set directions for the next five years as well as begin to formulate ideas for the next World parks Congress.

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

The IUCN Programme 2009–2012

Action Requested: The World Conservation Congress is requested to approve the IUCN Programme 2009–2012.

Background

1. The planning process for the new IUCN Programme effectively began in early 2007, when a series of global and regional analyses of socio-economic and environmental trends were initiated to inform the planning process for the development of the new IUCN Programme. These analyses resulted in “An Eye on Nature – A situation analysis for the IUCN Programme 2009-2012”, available at: http://cmsdata.iucn.org/downloads/iucn_situation_analysis_2009_2010.pdf. In addition, a review of lessons learned from the current programme was also undertaken.
2. During the first quarter of 2007, a draft IUCN programme framework was developed in a joint exercise with senior Secretariat staff and Commission focal points, which sets the overall context for the next IUCN Programme along with revised Thematic Programme Areas and Global Results. The planning processes which ensued amongst the Commissions, thematic and regional programmes allowed for extensive review and interaction with members, Commission members and partners so as to enable them to engage directly in the preparation of individual component programmes and the IUCN Programme. Particular emphasis was placed on member consultation and participation within the planning process with more than 1000 members consulted through a variety of mechanisms to ensure the greatest possible involvement of members in all regions in the development of the Programme, including member meetings, interviews, questionnaires and web-based discussion “portals” amongst other approaches.
3. The draft IUCN Programme incorporates input from all of these processes, including that received from the Programme and Policy Committee during the 67th and 68th meetings of the IUCN Council.

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Proposed Mandates for IUCN Commissions

Action Requested: The World Conservation Congress is requested to **CONSIDER** and **APPROVE** the proposed Mandates for the IUCN Commissions for the period 2009–2012.

Background

1. According to Article 69 of the Regulations, “the mandate of each Commission, including name, mission and terms of reference, shall be established by the World Congress”. In addition, Article 70 states that “prior to each ordinary session of the World Congress, the Council shall review the terms of reference and the activities of each Commission”.
2. Draft mandates for the six IUCN Commissions have been developed by the Commissions themselves, in consultation with the Secretariat focal points for the Commissions, taking into consideration the Report of the Evaluation of the IUCN Commissions tabled during the 69th meeting of the IUCN Council. The Commission mandates have also been developed within the context of the Draft IUCN Programme 2009–2012, and thus are closely integrated with the Programme. The Council has reviewed the mandates and recommends them to Congress for approval.

Commission on Ecosystem Management (CEM) Draft Mandate 2009–2012

1. Mission

The Mission of the Commission on Ecosystem Management (CEM) is to provide expert guidance on integrated approaches to the management of natural and modified ecosystems, in order to promote effective biodiversity conservation and sustainable development.

Consequent to the adoption of the “one IUCN Programme” concept, CEM will work closely with the Regional and Global Thematic Programmes at project, country, regional and global levels. Synergies with other Commissions will be a strong component of the CEM strategy. CEM will also work with other partners of IUCN in order to achieve its Mission in line with the overall mission of the Union.

2. Vision

Healthy ecosystems support life and sustain development.

3. Goal

Ecosystem approaches to natural resource management mainstreamed worldwide.

4. Objective

To promote the adoption of, and provide guidance for, ecosystem approaches to the management of landscapes and seascapes.

5. Priorities

The Commission on Ecosystem Management has developed detailed plans for the next intersessional period. In summary, it will contribute to the IUCN Programme in the following ways:

(i) Conserving the diversity of life

Ecosystem approaches to natural resource management will be mainstreamed in multilateral environmental agreements and among donors and implementers and at regional and country level. There will be active support for the uptake of findings and approaches of the Millennium Ecosystem Assessment into practical ecosystem management measures, with the development of more tools for biodiversity monitoring and for ecosystem land-use planning for rehabilitation and restoration.

(ii) Changing the climate forecast and (iii) Naturally energizing the future

In these two areas, CEM is chiefly concerned with mitigating the impact on ecosystems and livelihoods as countries seek to apply land-use changes within the Clean Development Mechanism, or through REDD (Reduced Emissions from Deforestation and ecosystem Degradation) processes, and by the expansion of biofuel agriculture. There is a delicate balance between production, ecosystem services and livelihood security, and a considerable risk of displacing environmental and livelihood problems between ecosystems in different regions of the world. The second priority under this theme concerns the development of methods for identifying ecosystems most vulnerable to climate change, and the shifts in management required and the livelihood adaptations needed in those ecosystems.

(iii) Managing ecosystems for human wellbeing

This area forms a cornerstone of CEM’s activities. CEM priorities here are to ensure that the management of ecosystems for improved livelihoods is incorporated into development policies

and strategies, at local, national and regional levels. This is part of its determination to ensure that ecosystem management is not seen as something which takes place only in specific places such as protected areas, but that it is a principle applied throughout a country. CEM will also continue to develop work already undertaken on ecosystems, disaster preparedness and disaster risk reduction.

(iv) Greening the World Economy

Ecosystem goods and services and their contribution to human well-being have been consistently overlooked in mainstream economics. However, current challenges – above all those posed by climate change and adaptation to it, and by biodiversity loss – force a more profound appraisal of the role of natural resources than we have seen before. CEM intends to focus on helping IUCN to develop methods for incorporating the value of ecosystem goods and services into country macro-economic frameworks. This will involve helping to identify and remove the current impediments to such an approach in policy contexts, and helping to support individual sectors and private companies as they develop codes of environmental conduct.

6. Expected Results

Focussing on these priorities, CEM expects to deliver the intersessional results it is responsible for as set out in the Commission on Ecosystem Management/Ecosystem Management Programme Plan for 2009–2012.

7. Structure and organization of the Commission

(a) Chair, Deputy Chair and Steering Committee

The Commission is led by the Chair, who is elected by IUCN members at Congress. The Chair is supported by a Deputy Chair and Steering Committee, appointed by the Council on recommendation of the Chair. The Steering Committee comprises Regional Vice-Chairs, Theme Leaders, Heads of relevant IUCN Global Thematic Programmes and any others as deemed necessary from time to time.

(b) Regional Vice-Chairs and Theme Leaders

Regional Vice-Chairs are appointed to achieve a geographical representation that is closely related to the IUCN Programmatic Regions (*which do not necessarily match the IUCN Statutory Regions*), as well gender, ethnic and expertise diversity. Regional Vice-Chairs liaise with Commission and IUCN members in their region, and with the Regional Secretariat focal points. Theme Leaders direct efforts by interested Commission members for each of the four priority areas.

(c) Members

CEM will further build its membership to make it more representative in professional, geographic and gender terms. Members will be encouraged to form thematic task forces, networks and working groups to implement the CEM programme and address emerging issues. Increasingly, CEM will “grow” through collaborative work with strategically chosen partners rather than through growth in the number of individual members. This will give rise to *Affiliate Memberships* in the form of organizations and learned societies joining forces with CEM.

(d) HQ and Regional focal points

At least one designated HQ staff expert will liaise with other relevant HQ staff to support the work of the Commission. In addition, each IUCN Regional Office will nominate a focal point to liaise with and support regionally-based CEM activities.

Commission on Education and Communication Draft Mandate 2009–2012

1. Mission

Driving change for the co-creation of sustainable solutions through leading communication, learning and knowledge management in IUCN and the wider conservation community.

2. Goal

Making IUCN and our community more effective at reaching goals through leading edge learning, change and knowledge management processes.

3. Objectives

- **Network Facilitation:** CEC stimulates collaboration and promotes cross-sectoral dialogue and alliance processes, formal and informal. CEC promotes the convening of CEOs and Presidents and major groups in all sectors, including the private sector, for new energy and impact.
- **Capacity Development:** CEC is engaged in professional development in the environmental sector, especially through the World Conservation Learning Network (WCLN) Institute and related employment opportunities.
- **Change Agent:** CEC advocates and inspires transformation and behaviour change in IUCN and externally to leverage larger impact. CEC provides change leadership and processes that strengthen IUCN capacity as force for change.
- **Communication Catalyzer:** CEC catalyzes communication and is a source of catalytic communication in support of IUCN and the global sustainability agenda. CEC promotes the creation of diverse communication platforms that are self-sustained by networks of people around the world.
- **Partnership Builder:** CEC offers authority in partnership processes that help partners influence and be positively influenced by others. CEC continues to build partnerships through the use of education and communication tools and is engaged in the co-creation of solutions and in addressing conflict.

4. Priorities

(a) Facilitating the Co-creation of Sustainable Solutions

CEC will help broker valuable strategic and non-traditional alliances. It will design generative processes and create environments where people can think, talk and act differently with one another, in order to find new, creative pathways to success. CEC will focus on a number of global work areas including: a) Strategic alliances and joint ventures, particularly involving the private sector; b) Conflict resolution processes, incorporating a mutual gains focus and incentive creation; and c) Facilitation processes and knowledge management, expanding expertise and identifying best, appropriate and “next” practice.

(b) Creating Strategic Communication Platforms

CEC will promote communication platforms that are “high-tech, high-touch and high content”. CEC will experiment with the best and most appropriate communication and social networking technologies and methods to engage and service the sustainability community and its goals, ranging from interactive multi-media and new media to face-to-face or palm-to-palm

opportunities for interpersonal interaction. CEC will develop platforms to work across the varied membership of the conservation and sustainability community to build linkages, relationships and necessary social capital. CEC will use these platforms to enhance interaction and learning, and to work more effectively together to leverage behaviour change. CEC will focus on a number of global work areas that explore “next practices” in our field through use of the best and most appropriate communication and social networking technologies to engage and service the sustainability community.

(c) **Leveraging New Learning for Professional Development**

CEC will focus on learning as the link between knowledge and action, and will explore the following questions: How can we help people learn what they need and/or want to learn in order to do things differently and better support sustainability goals, such as those of IUCN? How can we help people to make the best use of the knowledge available globally? This CEC work area will encompass formal, accredited certificate programmes as well as informal learning on-the-job. It will help conservation and sustainability actors such as IUCN manage their knowledge and leverage the power of learning.

CEC will focus on a number of global work areas including: a) The IUCN/United Nations University (UNU) Institute for professional development and b) Capacity development linked to communication, learning and sustainability.

5. Expected Results

- (a) New IUCN strategic alliances/joint ventures involving the private sector are brokered which serve to help greening business, with facilitation and process contributions from the CEC at all stages of the process. In collaboration with the IUCN Business and Biodiversity Programme. (Linked with Global Result 5.2)
- (b) IUCN community-based sustainable environmental management projects in the Forest Programme clearly incorporate conflict resolution components as a key factor in co-creating solutions among stakeholders for jointly managing their resources. In collaboration with the IUCN Forest Programme. (Linked with Global Result 1.2)
- (c) An effective multi-stakeholder dialogue process involving key community representatives and partners produces lessons learnt as well as a process to reintroduce those methods into planning at different levels of decision-making. In collaboration with the IUCN Oceania Office. (Linked with Global Result 4.1)
- (d) IUCN component programme activities increase their impact with existing target audiences and potentially reach new audiences (e.g. youth, women) with measurable results and have greater impact through new media interventions and/or extensions of their knowledge products, networks and learning. In collaboration with the IUCN Mediterranean Office and WCPA. (Linked with Global Result 2.1)
- (e) Graduates of the IUCN/UNU Institute, including biodiversity/conservation resource managers, are equipped with up-to-date tools and knowledge about sustainable natural resources management, with an official accredited certificate conferred by United Nations University with IUCN. (Linked with Global Results 1.2)

6. Structure and Organization

CEC is a global network of practitioners and experts active in strategic communication, education and learning for sustainable development. The Chair nominates, for IUCN Council approval, a Deputy Chair and the Steering Committee. Composed of leaders of the main areas of work of the Commission and representatives of partner organizations, the Steering Committee will be responsible for optimal organization of the programme, finances, monitoring and evaluation for CEC. It will produce a yearly work plan showing areas of cooperation with regional, global and Commission programmes of the IUCN Programme. The Steering Committee will approve the by-laws of the Commission. A CEC Bureau will take decisions in the periods between the Steering Committee meetings. CEC member

applicants must bring specific knowledge and experience of networks to one of the Commission's strategic areas, and the Commission will work towards a regional and gender balance in its membership and leadership.

The global Secretariat's Learning and Leadership Programme will support the Commission's programme and network, and support the Commission's work with various components of the IUCN Programme, including that of Commissions. At the global level staff will contribute to supporting the Commission, and regional secretariat offices will have nominated focal points to support the CEC regional programmes.

Commission on Environmental, Economic and Social Policy (CEESP) Draft Mandate 2009–2012

1. Vision

A world where equity is at the root of a dynamic harmony between people and nature, as well as among peoples. A world of diversity, productivity and integrity of natural systems. A world in which production and consumption patterns are sustainable. A world where cultural diversity is intertwined with biological diversity and both generate abundant and sustainable livelihoods opportunities.

2. Mission

To contribute to the IUCN Mission by providing insights and expertise and promoting policies and action to harmonize the conservation of nature with the crucial socioeconomic and cultural concerns of human communities—such as livelihoods, human rights and responsibilities, human development, security, equity, and the fair and effective governance of natural resources.

3. Broad objectives/approaches

- (a) To identify, analyse and learn from policies and practices at the interface between conservation of nature and the crucial socioeconomic and cultural concerns of human communities, with particular attention to indigenous peoples, including mobile indigenous peoples.
- (b) To advance innovative applied research and provide timely responses to environmental and social crises identified by IUCN members, staff, Commissions and partners in the field—such as crises in energy supply, access to clean water and other natural resources, loss of biocultural diversity, and climate change.
- (c) To foster a holistic approach to nature conservation within IUCN, embracing complexities and promoting dialogue and cross-learning among perspectives and disciplines based on diverse values, knowledge and achievements and on the experiences of diverse cultures, societies, communities and gender.
- (d) To promote, demonstrate, articulate and link effective and equitable field-based and policy solutions for the conservation of nature, the promotion of biocultural diversity and the sustainable and equitable use of natural resources.
- (e) To influence the values, policies and practices of public, private and civil society institutions towards the conservation of nature, the promotion of biocultural diversity and the sustainable and equitable use of natural resources.
- (f) To enhance the capacity of IUCN and contribute to implementing the IUCN Programme by collaborating with the IUCN Secretariat, Commissions and members and bridging the experience and skills of experts and scientists—both modern and customary—from diverse cultures.

4. Themes

- (a) **Governance of natural resources, equity and rights (TGER) — Objective: improved governance through a rights-based approach.** Activities will focus on promoting governance policy and practices that enhance conservation in landscapes/seascapes while fostering equity and ensuring the respect of human rights. From field-based participatory action research to international policy events, CEESP will engage civil society with governmental agencies and the private sector. It will seek, produce, apply and diffuse information and tools. It will enhance capacities through learning networks. It will foster mechanisms (e.g. Citizens' Councils) for civil

society to demand and monitor social and environmental accountability. It will promote critically constructive analyses of development and conservation issues, including the reconciling of conservation and climate change mechanisms. And it will promote IUCN's endorsement and application of a policy on conservation and human rights. Throughout the above, CEESP will collaborate with the IUCN Secretariat, Commissions and members.

- (b) **Joint Strategic Direction/Theme with WCPA on governance of protected areas, equity and livelihood rights (TILCEPA) — Objective: improved governance of protected areas through equitable sharing of costs and benefits and appropriate recognition of governance types.** Activities will focus on improving governance of protected areas (PAs) by supporting the full implementation of the Convention on Biological Diversity (CBD) Program of Work on Protected Areas; by promoting the recognition and careful application of all governance types in national PA systems, with special focus on Community Conserved Areas; by enhancing capacities and promoting the empowerment of Indigenous Peoples and local communities via participatory action research, learning networks, policy analysis and advocacy; by supporting the full range of positive contributions (ecological, cultural, economic) of protected areas to human well-being and diminishing their negative impacts in full respect of human and indigenous rights. Throughout the above, CEESP and WCPA will collaborate with the IUCN Secretariat, other Commissions and members.
- (c) **Sustainable livelihoods, pro-poor conservation and food sovereignty (TSL) — Objective: Improved coherence and coordination among initiatives for biodiversity conservation, poverty eradication and sustainable livelihoods.** Activities will focus on integrating conservation of biodiversity, poverty elimination, and the reduction of wasteful consumption, including issues of equity, justice and human rights. Specifically, CEESP will promote and support field- and policy-based sustainable livelihoods initiatives, particularly for indigenous peoples including mobile indigenous peoples and traditional communities; examine the relationships between poverty and biodiversity conservation, with emphasis on the sustainable livelihoods approach; support processes that democratize and decentralize decision making for locally-based adaptive management of biodiversity; support initiatives that promote national and local food sovereignty and corresponding shifts in policies, markets, institutions and practice; promote the inclusion of the principles and practices of the sustainable livelihoods approach in the policies, programmes and structures of IUCN and other conservation, development and donor organizations; and contribute to IUCN's Future of Sustainability Initiative.
- (d) **Social and environmental accountability of the private sector (SEAPRISE) — Objective: Enhanced capacity of civil society, governments and the private sector to ensure corporate social and environmental accountability and reduce its impact on climate change and biocultural diversity.** CEESP will use the skills of its members and partners to assist governments and communities, including indigenous peoples and particularly women, affected by the private sector (notably extractive industries). As part of this process, it will promote the engagement of civil society in context-specific, long-term proactive processes. The output will include case studies, methods and tools to strengthen the capacity of the private sector (e.g. extractive industries) to become environmentally and socially accountable in its field-based work. Support will also be given to governments and civil society so they can hold the private sector accountable, protect biodiversity, avoid human rights abuses and achieve sustainable development. The Business and Biodiversity Programme of IUCN will collaborate with CEESP on this.
- (e) **Culture and conservation (TCC) — Objective: Improved knowledge, policy and practice linking biological diversity and the cultural dimensions of nature conservation, reversal of the loss of biocultural diversity, and promotion of socio-environmental wellbeing.** CEESP will emphasize culture as an important concept for IUCN and for sustainability. It will focus on the conservation of biocultural diversity through improved understanding, applied research and policy advice on the relationships between culture and biodiversity conservation. Activities will focus on enhancing 'cultures of conservation,' promoting and protecting a world of many different cultures conserving nature and implementing sustainable and equitable use of natural resources. CEESP will develop a Cultural Conservation Index to support this work. The IUCN Senior Advisor on Social Policy, the Senior Advisor on Gender Policy, and the Focal Point on Indigenous Peoples will work in close consultation with CEESP in achieving these goals.

CEESP will also work closely with other international organizations, academia, NGOs, indigenous peoples' movements and organizations, and local communities.

- (f) **Environment and human security (E&S) — Objective: Concrete methods and tools to contribute to human security while preserving biodiversity; outreach to the security community to involve them in the IUCN programme.** CEESP will identify zones where environmental degradation and loss of biodiversity lead to human insecurity and possibly to violent conflicts, and zones where conflict leads to environmental degradation and loss of biodiversity. CEESP will identify opportunities where environmental cooperation may lead to peace and sustainability such as transboundary peace parks, co-management of protected areas, shared watersheds, and promotion of effective regimes for the global and regional commons. CEESP will collaborate with the Senior Advisor on Social Policy on the development and adoption of conflict impact assessment tools for conservation activities and the integration of conservation in post-conflict reconstruction. It will seek an improved understanding of the contributions of conservation activities to peace and the reduction of human vulnerability to natural disasters, with a focus on climate change, security and the role of the security sector.
- (g) **Environment, macroeconomics, trade and investment (TEM TI) — Objective: Improved coherence and coordination among economic policies, trade, market dynamics and biodiversity conservation.** Activities will focus on knowledge and capacity building through research and facilitation of dialogue within the IUCN community and with UN environmental and development agencies and the international economic policy-making community. CEESP will promote an enhanced understanding of the links among the world economic system, global macro and sector level economic policy-making, trade-aid-security systems, and conservation and sustainability. It will conduct action-oriented research on the impact of economic policies on the environment, particularly in Latin America, Asia and Africa. CEESP will strive to incorporate analyses of the role of global macroeconomic imbalances and policies into the analyses of climate change to facilitate the transition to post-carbon energy systems. It will continue to develop knowledge and capacity-building in the area of valuation of environmental services and will work in close collaboration with the IUCN Senior Advisor on Economics and the Environment.

5. Cross-cutting topics

- (a) **Task Force on climate change and the energy revolution.** SEAPRISE, TCC, E&S, and TSL will collaborate on the three-pronged crisis of energy, climate change and biocultural diversity loss. Building on the Barcelona forum on this topic, the task force will identify projects such as the following: (1) Create a cross-Commission and Secretariat initiative to provide detailed analysis and advice on mitigation, adaptation, and governance response for the conservation of nature and biocultural diversity, including linkages between conservation and strategic responses to global warming, energy, food, and water problems, and global economic and security policies; (2) Make use of IUCN's advocacy and convening power to develop specific constituent-based commitments towards effective mitigation and adaptation policies and practices that fully incorporate conservation values; (3) Promote National Climate Change Commissions that fully incorporate conservation considerations and values.
- (b) **Deliberative processes, citizens' engagement and good governance.** TGER, TILCEPA, TSL and SEAPRISE will continue to strengthen their collaboration about deliberative processes, political democracy, economic democracy and information democracy. They will diffuse existing documents and promote the use of proven mechanisms and tools, while supporting civil society engagement in developing new mechanisms and taking action to face impending situations and crises. Within IUCN, they will keep promoting a positive evolution of the Union's organizational culture towards improved inclusiveness, transparency, accountability and coherence with its own mission and vision.

6. Structure and organization

- (a) **Members.** The Commission has a very diversified membership, balanced in terms of gender, geographical region, discipline and culture. It includes some of the world's foremost

conservation and sustainable development practitioners, relevant social scientists, economists, experts from major conservation and development organizations, and traditional community leaders and young professionals with proven concern and capacities in sustainable development at the community, national and international levels. Membership includes mostly individual professionals, but can include relevant organizations and networks. The broad scope of the Commission requires the extension and strengthening of its capacity, which will be pursued through increased membership and active fundraising.

- (b) **Governance.** The Commission's Executive Committee will be composed of the Chair, Deputy Chair and the Thematic Vice-Chairs, with other members invited for specific expertise as appropriate. The Steering Committee will include the CEESP Chair and Deputy Chair, the Thematic Vice-Chairs, the Regional Vice-Chairs and the Chairs of Task Forces. It will also include Focal Points for specific issues such as Gender or Indigenous Peoples.
- (c) **Organization of work.** In consultation with the Steering Committee, the Chair may establish additional Themes to address specific elements of the IUCN Programme, collaborating with other relevant actors in the Union. The Chair may appoint Task Forces to deal with specific shorter-term or more novel assignments.

IUCN Commission on Environmental Law (CEL) Draft Mandate 2009–2012

1. Mission

To advance sustainability through the development of legal and policy concepts and instruments, and through building the capacity of societies to develop and implement environmental law and policy, in furtherance of the IUCN Mission.

2. Goals

To influence, encourage and assist societies throughout the world toward attaining conditions where:

- (a) International and national laws, policies and institutions have evolved through the development of ethical and legal concepts, instruments and synergies to advance sustainable development.
- (b) In every country, governments and stakeholders have the capacity to actively participate in the international policy debate, to implement what is agreed through coordinated policies, laws and institutions that respect the rule of law, and to ensure effective compliance and enforcement.
- (c) In every country, governments and stakeholders have ready access to knowledge and information on laws and policies relating to sustainable development, including the conservation of nature and natural resources.

3. Objectives

CEL undertakes its Mission primarily through engaging its legal and policy expertise to:

- (a) Engage members and partners to create robust knowledge networks.
- (b) Advise governments and stakeholders at all levels on how to establish and employ law and policy to ensure that any use of natural resources is equitable and ecologically sustainable.
- (c) Innovate and promote new or reformed ethical and legal concepts and instruments that conserve nature and natural resources and reform patterns of unsustainable development.
- (d) Build the capacity in all regions to encourage, establish, implement and enforce environmental law effectively.
- (e) Provide education, information and knowledge on law and policy necessary to effectively achieve its Goals.

4. Priorities

CEL implements its Objectives through programme priorities, each of which will be addressed by the CEL membership, its network of collaborating centres of environmental law and partners, the IUCN Academy of Environmental Law and the staff of the IUCN Environmental Law Centre (ELC) in an integrated way:

- (a) *Strengthen Specialist Groups* – Strengthen the use of Specialist Groups to advance and implement the IUCN Programme with a particular emphasis on priority thematic areas including biodiversity loss, climate change and energy, coastal and marine, desertification and natural resource management, ecosystem protection, protected areas, soil degradation, freshwater and wetlands, and priority cross cutting themes such as indigenous peoples issues.

- (b) *Recognize collaborating centres of environmental law* – Continue to recognize and support collaborating centres of environmental law and to collaborate with these centres and other partners in delivering the IUCN Programme, as appropriate.
- (c) *Support the IUCN Academy of Environmental Law* – Support and promote the IUCN Academy as the world's leading network of academic institutions and individuals in support of the IUCN Mission and Programme.
- (d) *Provide technical assistance* – Collaborate with all components of IUCN and its partners to develop national or local legislation and policy in support of the IUCN Mission and Programme and means for its implementation.
- (e) *Promote 'good governance' and the rule of law* – Work with governments, UN institutions and other stakeholders to encourage and promote 'good governance' and institutions to respect the rule of law, including through making best use of IUCN's UN observer status.
- (f) *Support the Judiciary* – Work with the judiciary and relevant institutions, both international and national, to support its capacity to enforce and develop the rule of law and engage in environmental dispute settlement, in co-operation with others.
- (g) *Promote synergies among MEAs* – Work with the secretariats of priority multilateral environmental agreements, governments and stakeholders, and with other conventions, agreements and processes to identify and promote synergies amongst conventions and the IUCN Mission and Programme.
- (h) *Strengthen legal foundations of conventions* – Work with IUCN Commissions and Specialist Groups in strengthening the implementation, compliance and enforcement of priority conventions including the World Commission on Protected Areas (the World Heritage Convention) and the Species Survival Commission (Convention on International Trade in Endangered Species), etc.
- (i) *Promote and enhance international legal instruments* – Advance the IUCN Draft Covenant on Environment and Development, in coordination with the Earth Charter, further promote the Aarhus Convention, the African Convention and the Alpine Convention, and provide expertise to develop or enhance new instruments such as those on environmental impact assessment, prior informed consent, persistent organic pollutants , etc.
- (j) *Encourage work within the regions* – by strengthening regional programmes on environmental law, creating knowledge networks involving different parts of the Union in order to make this more efficient; work on the development of local programmes in order to stimulate an enhanced level of decision making related to environmental law and policy and opening CEL's doors to sub-national governments.
- (k) *Investigate and recognize new needs* – regarding the development of principles and indicators for issues such as climate change, alternative sources of energy, etc.
- (l) *Promote links between IUCN Programmes* – develop new engagement programmes with members in order to serve our membership better.

5. Expected Results

CEL will contribute to achieving the Intersessional Results included within the IUCN Environmental Law Programme Component Programme Plan 2009–2012.

6. Structure and Organization

In order to implement these objectives during 2009–2012, CEL will enhance its structure under the CEL Bylaws and IUCN Statutes and Regulations, with the following priorities:

- (a) Ensure gender balance and full geographic representation from all regions on the Steering Committee.
- (b) Ensure that CEL actively recruits members to provide CEL expertise globally and in all regions on priority thematic areas and cross cutting themes of the IUCN Programme.
- (c) Create a network of Specialist Groups to address priority thematic areas and cross cutting themes and to ensure coordination with ELC and other components of IUCN.
- (d) Enlist CEL members in a matrix management system with the ELC secretariat to ensure that the priorities are addressed in a way that integrates the full expertise and resources of ELC and CEL.
- (e) Promote regional implementation of the IUCN Programme by entering into agreements with partners, including recognized collaborating centres of environmental law, as appropriate.
- (f) Integrate CEL experts in information technology and the Internet with the work of the ELC, including its work on ECOLEX.
- (g) Establish a written integrated strategic plan for the IUCN Environmental Law Programme, ensuring effective collaboration between CEL, other Commissions, ELC and other components of IUCN.
- (h) In pursuing its Mandate, liaise closely with other Commissions and integrate its work within the IUCN Programme.

Species Survival Commission Draft Mandate 2009–2012

1. Mission

In the intersessional period of 2009–2012, the Species Survival Commission (SSC) will continue to play a leading role in enabling IUCN to be the world's most authoritative voice on behalf of global biodiversity conservation and the sustainability of natural resource use.

In particular, SSC and its worldwide network are uniquely placed to allow IUCN to fulfil two essential functions for the global community, namely:

- to inform the world about the status and trends of global biodiversity, thus providing measures for the health of our one and only biosphere, and
- to monitor, evaluate and report on the effectiveness of the combined global conservation actions to mitigate current and emerging threats to biodiversity.

2. Vision

The work of SSC continues to be guided by the Vision of:

A world that values and conserves present levels of biodiversity.

3. Goal

The overriding Goal of the Commission is:

The extinction crisis and massive loss of biodiversity are universally adopted as a shared responsibility and addressed by concerted actions throughout the world.

4. Objectives

For the intersessional period 2009–2012 SSC, working in collaboration with members, other Commissions and the Secretariat, will pursue the following key objectives in helping to deliver IUCN's "One Programme" commitment:

1. Status of Biodiversity
Observing and monitoring species with the aspiration *to remain the leading global organization monitoring the status and trends of the world's biodiversity and informing the world and its decision makers about its full range of values.*
2. Pressures on Biodiversity
Analysing the impacts of threats to biodiversity with the aspiration *to be a leading authority in the analysis of factors responsible for the decline of species and their relative impacts.*
3. Response to Biodiversity Loss
Facilitating and undertaking action with the aspiration *to deliver solutions for halting biodiversity decline by convening, advising, facilitating and supporting key players in their efforts to mitigate the pressures on biodiversity and to reduce the rate of species decline.*

5. Priorities

The specific working priorities of SSC are derived from and focused on the ten ***IUCN Global Results*** and grouped into 22 ***Key Species Results*** each of which has a number of measurable targets to be attained by the end of 2012.

6. Enabling Key Species Results

The operational processes and communications required to deliver the Key Species Results and the individual targets are guided by six **Enabling Key Species Results** and associated operational targets.

7. Structure and Organization

Based on the By-Laws for the Commission (approved by IUCN Council) and the SSC Terms of Reference for the positions of members of the governance committees, Specialist Group Chairs and Specialist Group members, SSC will be structured as follows:

- (a) **Chair and Steering Committee:** The Commission administration will be carried out by the Chair with a Steering Committee providing the necessary skills and geographical knowledge to fulfil the Commission Mandate. Each member will be responsible for providing advice to the Chair and direction to a portion of the expert volunteer network. The Committee will assist and advise the Chair in formulating policy and setting both strategic and operational directions.
- (b) Further standing or temporary **Sub-Committees** will be formed under the direction of the Chair and the Steering Committee to advise on ongoing network management issues or areas of special focus or concern.
- (c) **Specialist Groups, Assessment Groups and Task Forces:** SSC will maintain a network of experts volunteering their time through the Commission's Specialist Groups, Assessment Groups and Working Groups. Dedicated, time-bound Task Forces will be formed to address key emergent issues. These Groups and Task Forces will be organized to provide broad coverage of taxonomic groups of animals and plants, as well as of important threats to biodiversity conservation and key tools to mitigate these threats.
- (d) **Partners and affiliated institutions:** SSC will use strategic alliances and partnerships with key institutions engaged in relevant activity to deliver key portions of its intersessional programme contribution and its long-term Strategic Plan.
- (e) **Emeritus members:** As carried forward with additions as decided by the Chair on the advice of the Steering Committee.
- (f) **Advisory members:** As required during the course of the quadrennium.

World Commission on Protected Areas (WCPA) Draft Mandate 2009–2012

WCPA and its partners strive to provide leadership on protected area issues to governments, NGOs, communities and other key stakeholders. Emphasizing its power to convene a diversity of actors, WCPA works by bringing science, knowledge and experience to bear on decision making to address the existing challenges and on future issues and opportunities in order to realize a common vision:

“that society fully recognizes and supports the importance of protected areas in the 22nd Century by: securing key places for biological and cultural diversity, promoting equity and justice, maintaining the quality of the environment, and ensuring the sustainable use of the natural resources for poverty reduction, food and water security, and the prevention of conflicts.”

To realize this vision the mission of IUCN’s World Commission on Protected Areas (WCPA) is:

“to promote an effectively managed, representative system of marine and terrestrial protected areas as an integral part of the IUCN mission.”

Protected areas serve a variety of purposes for society. They are vital for life on Earth, they conserve vital biodiversity and many also offer the world a model of how people can live in harmony with nature. There are treasured landscapes reflecting the inherited cultures of many generations, and they hold spiritual values for many societies. Protected areas also represent the diversity of the Earth’s history and the current natural processes, and provide many ecosystem and wider environmental services, such as clean air, copious supplies of water and nutrients. Protected areas are an expression of community goals to maintain the value of biodiversity and to ensure these values can be passed on to future generations. Indeed, protected areas are a promise of perpetuating today’s values for the generations to come.

Protected areas are an expression of hope for the future while providing immediate reciprocity. Protected areas contribute a myriad of services that include clean air, water, sources of fibre and protein, spiritual experiences, recreation, sources of knowledge, livelihoods, protection of unique cultures, and educational experiences from connecting with nature. This latter opportunity will become increasingly important to the ever-increasing world population that lives in urban areas. The recognition of all of these values is reflected in the dramatic growth in the numbers and extension of protected areas over recent decades.

1. Objectives

- (a) Provide strategic advice to governments and others on the optimum planning approaches to establishing protected areas and how best to integrate them into all sectors;
- (b) Strengthen the capacity and effectiveness of protected area managers and their staff, through learning, exchange and the development of information and guidance in a managed professional network;
- (c) Enhance the level of investment in protected areas and protected area systems, by persuading public and corporate donors of the value of protected areas; and
- (d) Enhance the capacity of WCPA members, including through co-operative ventures with partners and in particular IUCN members, and recognize their contributions.

2. Priorities

To meet the above objectives requires setting priorities and assuring that these are congruent. To make the point, science and tools of good management of protected areas can only be effective if a solid system of governance and an internal capacity is in place. As well, having an appropriately

designed protected area, be it in the form of a system or an individual area, is of course essential for achieving objectives. Accordingly, the four following priorities should not be viewed as being separate but rather as an interrelated approach to meeting objectives and addressing the overall WCPA Mission through partnerships, in particular with IUCN members.

(a) Conserving biodiversity

WCPA will actively assist jurisdictions in the design and completion of systems of protected areas, with particular focus on the marine biome, as well as promotion of ecological networks and the ecosystem approach to ensure sustainable use and to mitigate effects of climate change on biodiversity.

(b) Generating knowledge

WCPA will focus on the integration of conservation science, including traditional knowledge, in management effectiveness, conservation tools and mechanisms, protected area management categories, and the setting and maintenance of standards for protected areas.

(c) Building awareness

WCPA will promote the values of protected areas through effective conservation education and building up practitioners' skills, developing strategies for sustainable financing, and generating and disseminating knowledge, including through PALNet.

(d) Improving governance and equity

WCPA will promote the full range of governance types for protected areas; increased participation of indigenous peoples and local communities; and promote the values of protected areas to human well-being and livelihoods.

(e) Celebrating WCPA

WCPA will build up the capacity of its members and celebrate their contributions to the advancement of the establishment and effective management of protected areas, while seeking and developing strategic alliances among members for more effective implementation of WCPA's strategy.

3. Structure and Organization

WCPA has 1400 members from 140 countries that are organized by Region and/or Strategic Direction. WCPA is led by the Steering Committee composed of Regional Vice-Chairs and four Strategic Direction Vice-Chairs and a representative of UNEP WCMC. The Steering Committee meets annually and decisions are taken between Steering Committee meetings by the WCPA Executive comprising the Chair, Deputy Chair, two Vice-Chairs and the Head of the Programme on Protected Areas. Membership of the Commission will be revised in 2009 with a view to improving regional performance and to achieving gender and geographic balance. Task Forces are reviewed at the beginning of the Intercessional Period and renewed mandates are assigned where warranted.

4. Expected Results

(a) *The role of protected areas in biodiversity conservation is effectively fulfilled.*

- (i) Representative network of marine protected areas established and effectively managed, by 2012, as a contribution towards the WSSD Targets regarding marine conservation;
- (ii) Global gaps in PA biodiversity coverage identified and filled at global, national and regional levels using the best conservation planning science available;
- (iii) Climate change addressed through planning and effective management to ensure protected areas continue their provision of ecological services.

(b) *The effectiveness of management of terrestrial and marine protected areas is improved and assessment methods applied.*

- (i) Global Initiative on Management Effectiveness of Protected Areas implemented;
- (ii) Revised IUCN System for PA Management Categories is applied globally as the international framework for protected areas, including national data collection and reporting to the CBD Secretariat on protected areas;
- (iii) Certification of protected areas developed and selectively applied.

- (c) ***The capacity of protected area managers and their staff is enhanced.***
- (i) Global capacity development initiative for protected areas, including PALNet, developed and implemented;
 - (ii) Effective contribution provided by IUCN/WCPA to the implementation of the CBD Programme of Work on Protected Areas;
 - (iii) Values of ecological services from protected areas more effectively assessed and factored into decision making and poverty reduction strategies;
 - (iv) IUCN input to the World Heritage Convention effectively managed to enhance the role of the Convention in biodiversity conservation.
- (d) ***Local communities and indigenous peoples are more effectively involved and engaged with protected areas to assure their contribution to sustainable development.***
- (i) Role of indigenous peoples and local communities in establishing and managing PAs recognized by national governments, including through incorporation of Community Conserved Areas (CCA) in national systems of protected areas;
 - (ii) Global Initiative on the Cultural and Spiritual values of Protected Areas implemented;
 - (iii) Improved methods available for the planning and establishment of Community Conserved Areas (CCA) and other conservation areas managed by indigenous peoples and local communities.
- (e) ***The Programme on Protected Areas (PPA) and WCPA are effectively managed.***
- (i) WCPA Strategic Plan revised to include Durban+5 and Barcelona WCC outcomes;
 - (ii) Strategic alliances among IUCN members with professional support from WCPA developed to increase capacity for implementation of Strategic priorities;
 - (iii) Capacity of PPA/WCPA enhanced to ensure effective management and full accountability of financial and human resources;
 - (iv) WCPA members valued and recognized;
 - (v) PPA/WCPA Communication Strategy implemented.

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Election of IUCN President

Action Requested: The World Conservation Congress is requested:

- (a) to NOTE that Council has nominated Dr Ashok Khosla, India, and Mr Carlos Manuel Rodríguez Echandi, Costa Rica, as candidates for election as the next President of IUCN;
- (b) to NOTE that in accordance with Article 27 of the IUCN Statutes and paragraph 32 of the IUCN Regulations, Dr Maria Purificació Canals Ventin, Spain, has been nominated as a candidate for the Presidency of IUCN.
- (c) to ELECT one of these three candidates to the Presidency of IUCN.

Background

1. Article 27 of the IUCN Statutes provides that “The President, the Treasurer and the Chairs of the Commissions shall be elected by the World Conservation Congress on the nomination of the Council. Nominations for the President may also be made by forty members eligible to vote from at least three Regions, within the period prescribed in the Regulations.”
2. Regulation 32 further specifies “not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by members in Categories A and B. Nominations for President may also be made directly by members as provided for in the Statutes, provided that such nomination is received by the Director General not less than sixty days prior to the opening of the session of the World Congress.”
3. In May 2007, the Council appointed a Nominations Committee to assist in the selection process for the President, Treasurer and Commission Chairs, under the leadership of IUCN Regional Councillor, Mr Alistair Gammell. Detailed terms of reference for the position of President, as revised and updated by the Council Nominations Committee, were circulated to members in September 2007.
4. In accordance with the procedures set out in the Regulations to the IUCN Statutes, the Director General wrote to members of IUCN in Categories A and B on 7 September 2007 inviting their suggestions for persons the Council might nominate to the World Conservation Congress for the position of President of IUCN. In her letter, the Director General indicated that the current President, Mr Valli Moosa, although eligible under the Statutes to stand for re-election, had informed the Council of his decision not to seek a second term as President.
5. The Council at its 69th meeting on 10–12 March 2008, approved the following recommendations of the Council Nominations Committee for the position of IUCN President:
 - Dr Ashok Khosla, India
 - Mr Carlos Manuel Rodríguez Echandi, Costa Rica

Each candidate has declared his willingness to serve if elected.

6. In accordance with Article 27 of the Statutes and paragraph 32 of the Regulations an additional candidate for the Presidency of IUCN was presented. The candidacy met all the statutory requirements:
 - (a) Nomination made by 40 members eligible to vote
 - (b) Nominations came from at least three Regions
 - (c) Nominations were received not less than 60 days prior to the opening of the CongressThe candidate has declared her willingness to serve if elected.
7. The new candidate is Dr Maria Purificació Canals Ventín from Spain.
8. Biographical information on the three candidates is attached for consideration by the World Conservation Congress.

CURRICULUM VITAE PURIFICACIÓ CANALS

Personal

- Name: Maria Purificació Canals Ventín
- Nationality: Spanish
- Place and date of birth: Tarragona, 24 July 1962

Languages

- Catalan and Spanish (mother tongues)
- French and English (working languages)
- Italian (elementary)

Education

- Degree in Biological Science from the University of Barcelona (1986)
- PhD in Biochemistry and Physiology from the University of Barcelona (1996)

Since completing her Biology degree in 1986, Puri Canals has permanently combined her professional activity in different fields of biological science with her voluntary social commitments in environmental matters and especially in nature conservation.

PROFESSIONAL ACTIVITIES	VOLUNTARY ACTIVITIES
<p>CURRENT:</p> <ul style="list-style-type: none"> • International Projects Manager of Taller de Ingeniería Ambiental S.L., a company specialising in environmental consulting and engineering, Barcelona, since 2005. • Associate Professor of Physiology at the Faculty of Medicine of Rovira i Virgili University, Tarragona, since 1996. <p>PREVIOUS:</p> <ul style="list-style-type: none"> • Full Professor of Aeronautical Medicine, Environment and Aviation at the High School of Aviation (CESDA, Rovira i Virgili University), from 2001 to 2005. • Director of the EU LIFE Project "Sustainable Management of Punta de la Móra. Tarragona" 1998-2002, a natural terrestrial and marine area of the Natura 2000 Network and the Plan of Spaces of Natural Interest (PEIN) of Catalonia. • Coordinator of the study on the coastal areas of Catalonia, the Balearic Islands and Andalusia, developed within the framework of the LIFE project, "<i>Étude Préparatoire au Renforcement et l'Harmonisation de Politiques de Protection Offensives du Littoral</i>" 	<p>CURRENT:</p> <ul style="list-style-type: none"> • Chair of the Preparatory Committee of the 4th World Conservation Congress to be held in Barcelona in October 2008 and organised by the IUCN with the support of the Ministry of the Environment and Rural and Marine Affairs, the Department of Environment of the Catalan Government, the Provincial Government of Barcelona and Barcelona City Council. <i>Until the beginning of the campaign for IUCN's Presidency in July 2008</i> • Member of the EUROSITE Council since 2008 representing DEPANA. • Member of the Advisory Council on Sustainable Development of the Catalan Government since 2007. • Member of the advisory panel of the Tarragona Chemical Industry Association (AEQT) since 2006. • Vice-President of IUCN since 2005. • Member of the IUCN's World Commission on Protected Areas (WCPA) since 2005. • Member of the Scientific Council of the <i>Conservatoire de l'Espace Littoral et des Rivages Lacustres</i> (Coastal Protection Agency), France, since 2005.

<p><i>Méditerranéen, par l'Outil Foncier Notamment, dans les Pays Riverains de l'Union Européenne</i>" of the "Conservatoire du Littoral" (Coastal Protection Agency), France, 2000-2001.</p> <ul style="list-style-type: none"> • Between 1993 and 1997 she taught Physiology at the Biology Faculty of Barcelona University, where she published different research studies on fish biochemistry and physiology in international journals and completed her PhD. • Substitute Technical Manager of the Fish Breeding Centres of Bagà and El Pont de Suert, Directorate General of Environment, Department of Agriculture, Livestock and Fisheries of the Catalan Government, 1994. • Management of the educational project at the Oianguren Environmental School: activities, publications, audiovisuals and training of environmental educators. Ordizia (Guipúzcoa) 1994. • Director of the training course for nature route monitors, Formigal (Huesca) 1994. Preparation and publication of routes, audiovisuals and a teaching guide. • Teacher on the Environmental Technicians Training Course at the European Worker Training Studies Centre, Barcelona, 1993. • Teacher at the Cel Rogent Nature School, Reus, 1992-1993. • Teacher at the Nature School of Corredor, Llinars del Vallès (Barcelona) 1989-1991 • Director of the International Work Camp of the Aigüestortes i Estany de St. Maurici National Park. INJUVE, Ministry of Social Affairs, 1991 and 1992. • Monitor at the International Work Camp of the Aigüestortes i Estany de St. Maurici National Park, INJUVE, Ministry of Social Affairs, 1989 and 1990. • Design and preparation of nature routes and activities for schools at the Roca i Galès Foundation, Barcelona, 1988-1991. • Rhythmic gymnastics trainer at different sports and educational centres, Tarragona and Barcelona, 1980-1988. 	<ul style="list-style-type: none"> • "Special Advisor" to the IUCN's Commission on Education and Communication (CEC) since 2004. • IUCN Regional Councillor for Western Europe (second mandate) since 2004. • Vice-President of the Environment and Sustainability Council of Barcelona City Council since 1998. • President of the CIDN (Iberian Council for the Defence of Nature) since 1998. • Member of the IUCN's Commission on Education and Communication since 1994. • President of the League for the Defence of Natural Heritage (DEPANA) since 1994. <p>PREVIOUS:</p> <ul style="list-style-type: none"> • IUCN Regional Councillor for Western Europe (first mandate) from 2000 to 2004. • Member of the Steering Committee of the IUCN's Commission on Education and Communication from 2000 to 2004. • Member of the Board of the Centre for Environmental Information Studies (CEIA), Catalan Institute for Technology (ICT), Barcelona, between 1996 and 2002. • Vice-President of the Spanish National Committee of IUCN from 1996 to 2000. • Member of the Environment and Sustainability Working Group of the Catalan Government, 1997-1998. • Vice-President of the CIDN (Iberian Council for the Defence of Nature) 1994-1998. • Vice-President of the League for the Defence of Natural Heritage (DEPANA), 1992-1993. • President of the Tarragona Countryside Ecosystem Study and Protection Group (GEPEC), 1992. • Voluntary member of DEPANA since 1988. • Member and founder of the L'Aglà Nature Group of the Tarragona Hiking Centre, from 1986 until 1991.
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Brief Overview

Since she began collaborating with IUCN's Commission on Education and Communication in 1994, Puri Canals has gradually broadened her commitment, dedicating more and more time and effort to the Union. She has in-depth knowledge of all IUCN's structures, starting at member level as President of two member organizations, as Vice-President of the Spanish Committee, and also as a member of the World Commission on Protected Areas and the Council.

She participated actively in Montreal and Amman congresses promoting motions to support the creation of an IUCN office in the Mediterranean, an objective she achieved during her mandate as Regional Councillor. In this post, she played an active role in IUCN's activities in Europe and in global actions, mainly to promote cultural diversity within the Union. She was a member of the Task Force on Governance, the Council's Committees on Human Resources and Programme and Policy, and also the Resolutions Committee at the Bangkok Congress. Since her appointment by Council as Vice-President, she acquired even more in-depth knowledge of IUCN and its components; represented the Union abroad on many occasions and also had to deal with some of the most difficult moments in the IUCN's recent history.

Puri believes that direct contact with IUCN members was essential for her to fulfil her responsibilities as Regional Councillor, Vice-President and Chair of the Congress Preparatory Committee. Attending events organised by members in different regions has therefore always been a priority for her to share as much information as possible with members and promote as broad and representative presence as possible of the diversity of the Union.

After holding different professional and voluntary responsibilities, Puri has acquired extensive experience at work and in international negotiations with governments, NGOs, academic institutions and private sector. Her job in *Taller de Ingeniería Ambiental S.L.* has given her the opportunity to work with multilateral organisations and manage environmental projects financed by IFC of the World Bank and UNDP in Egypt and Pakistan. Since participating in the Earth Summit held in Rio de Janeiro in 1992 and becoming interested in international activities, she has participated actively in many events, including:

- UN Conference on Sustainable Development, Johannesburg, 2002.
- 5th World Parks Congress, Durban 2003, and preparatory meetings for the Mediterranean.
- UN Climate Change Conference (COP 11), Montreal, 2005.
- Biodiversity in European Development Cooperation, Paris, 2006.
- UN Climate Change Conference (COP 12), Nairobi, 2006.
- UN Global Compact Leaders Summit, Geneva 2007.
- Latin American Congress on Protected Areas, Bariloche, 2007.
- UN Climate Change Conference (COP 13), Bali, 2007.
- COP15 Barcelona Convention, Almería, 2008.
- State visit of the President of France to Monaco. Round table about Environment in the Mediterranean, with Prince Albert II and President Sarkozy. Monaco, 2008.
- UN Convention on Biological Diversity (COP 9), Bonn, 2008.

One of Puri's key working principles is to ensure that matters discussed internationally by IUCN are related to what is happening in different local realities. This requires guaranteeing fluid relations among all institutions and people in the IUCN network. Strengthening the capacities and active participation of members in relation to IUCN's programme and activities -from small associations to donor governments, including National and Regional Committees- is a pending challenge as much as the Union's excessively centralised structure that also hinders the adoption of different perspectives in line with the different circumstances in each region.

The value of diversity within IUCN should not be restricted to species and habitats. Human cultural diversity and diversity in terms of the different levels and structures through which we can act must play a key role. If we want to be effective in all contexts and influence all societies, we must strive to substantially improve our internal operation and also the external communication of our capacities and achievements during those sixty years. IUCN is the organisation best positioned to achieve these objectives globally and to foster the changes necessary to achieve a Diverse and Sustainable World.

Honours and awards

- Tarragona Youth Excellence Prize for Scientific, Technical or Medical Merit.
Youth Chamber of Commerce of Tarragona, November 2000.

Additional activities

Hiking, photography, skiing, scuba diving, yoga, Malkovsky's free dance

She is a member of the following societies:

- Tarragona Hiking Centre, since 1984
- Catalan Natural History Institution, since 1987
- Biology Faculty Diving Club, since 1990
- Spanish Association of Nature Photographers, since 1996
- Sotavent Scuba Diving Club, since 2000

CURRICULUM VITAE

ASHOK KHOSLA

Personal

Name: Ashok Khosla
Nationality: Indian
Date of Birth: 31 March 1940

Education

- BA (Hons) in Natural Sciences, Cambridge University, UK (1962)
- PhD in Experimental Physics, Harvard University, Cambridge, Mass, USA (1971)

Professional Status and Experience

- Chairman, Development Alternatives, New Delhi (1983 to present)
- Chairman and CEO, various social enterprises in India (1985 to present)
- Director, Infoterra, United Nations Environment Programme, Nairobi (1976–82)
- Director, Office of Environmental Planning, Government of India, New Delhi (1972–76)
- Manager, various businesses in the US (1965–70)
- Faculty, Harvard University, Cambridge, Mass (1963–70)

Brief Overview

Ashok Khosla founded the Development Alternatives Group in 1983 and now chairs its Board. Headquartered in New Delhi, the Development Alternatives Group (www.devalt.org) was among the first civil society organizations set up to address the issues of sustainable development as a whole. At the same time, it pioneered the concept of social enterprise, creating business-like approaches for eradicating poverty and conserving the natural resource base. The Group, currently with a project portfolio of close to \$20 million, is now widely recognized as a premier innovator of environment-friendly technologies to create sustainable livelihoods and of institutions to enable local enterprises to meet the basic needs of communities and households in the rural areas of the Third World. It has numerous field projects to implement its conservation and development programmes. And it maintains strong networking linkages with national and local governments, businesses and civil society to promote sustainable use of resources.

Since the work of the Development Alternatives Group ranges from research to action on the ground as well as to the formulation and advocacy of policy, Ashok has been fortunate in having very strong organizational support that enables him to provide not only the time but also the analytical, experience-tested inputs to policy makers at the national and international level. This has permitted him to be an active member of high-level government bodies of India such as the National Security Advisory Board, National Environment Board and the Science Advisory Council to the Cabinet. With the Confederation of Indian Industries, he co-hosts the annual Sustainability Summit, bringing together leaders from business, government and NGOs. And he has served on the Boards of numerous national level NGOs, including WWF-India, LEAD-India and Common Cause.

At the international level, Ashok has undertaken several official assignments, such as Special Advisor to the Brundtland Commission (WCED), member of evaluation teams for the GEF pilot phase, the World Bank's 25 Years of Environmental Programmes, and the Secretary General's Task Force to Restructure the Environmental Activities of the United Nations. He was Chair of the '92 NGO Forum at the Earth Summit in Rio de Janeiro and has served on the Boards of a wide range of environment and conservation organizations, including IUCN, WWF, Centre for Our Common Future, IISD, Stockholm Environment Institute, ZERI, the Alliance for a New Humanity, EnergyGlobe, EXPO 2000, Toyota Environmental Awards and Planet2025.

IUCN stands out among all these as the prime focus of Ashok's professional interest and time commitment internationally. He has been closely associated with the Union, and almost without interruption, since 1972. He was first elected a Councillor in 1975 at the Kinshasa General Assembly, where he represented the Government of India. In 1978, having joined UNEP, he became the UNEP

representative at the Council, in which capacity he served through the General Assemblies in Ashkhabad and Christchurch. He then participated in the Council as Deputy Chair and later as Chair of CEESP (which was then simply CEP and later CESP). In 1988 at San Jose, Ashok was again elected Regional Councillor and once again in 1990 at Perth.

During his seventeen years on the Council, and subsequently as head of an active member organization, Ashok has taken a prominent part in the policies and activities of the Union. He was one of the main contributors to the World Conservation Strategy and he strongly and consistently advocated the need for the Union to maintain its focus on its heartland of concerns – conserving living natural resources – within the broader context provided by the rubric of sustainable development and sustainable livelihoods. He has helped strengthen the organizational management systems, providing hands-on guidance at particular times of crisis or change in the life of the Union. And he helped build and maintain the links of the Union with UNEP and WWF. He continues to contribute to the strategic processes of the Union. He has made special presentations on behalf of UNEP and IUCN on Ecosystem Services and Conservation issues to the Environment Ministers attending the Bangkok GA and subsequently at several international conferences.

If elected, Ashok intends to work closely with the members and Commissions to integrate the recommendations of the Council's Task Force on Governance into the governance and management structures of the Union. He would also support effective mechanisms to manage the change called for by the external evaluation and initiated by the present Council to enable IUCN to deliver on its promise of being a highly efficient network organization with an integral 'One Programme' which can secure the fullest participation of members, the Commissions, the Secretariat and other partners.

National and International Positions

- President, Club of Rome (2006–)
- Member, International Advisory Council, Criteria CaixaCorp, Barcelona (2008–)
- Chair, ICSU/SCOPE Programme on Environmental Information (1984–87)
- Member of the UNEP Governing Council (1972–76)

Awards and Honours

- Schwab Foundation Award for Outstanding Social Entrepreneur, 2004
- The United Nations Sasakawa Environment Prize, 2002
- The Stockholm Challenge Award, 2001
- The Order of the Golden Ark of The Netherlands, 1999

Additional Activities

- As Teaching Fellow with Professor Roger Revelle, designed and taught Nat Sci 118, "Population, Resources and the Environment" at Harvard in 1965, the first university course on the environment – the course that sparked Al Gore's interest in the field
- Set up and headed the first governmental agency for the Environment in the Third World – and the first few in the world – establishing early policies for India on environmental and conservation issues
- Set up the original international information system on the environment, Infoterra at UNEP
- Spoken, written and published extensively on environmental issues; copies on request from the Development Alternatives Information Centre (<http://www.devalt.org/ashok.htm>)

CURRICULUM VITAE

CARLOS MANUEL RODRÍGUEZ ECHANDI

Personal

Name: Carlos Manuel Rodríguez Echandi
Nationality: Costa Rican
Date of Birth: 16 April 1960 in San José, Costa Rica
Languages: Spanish and English

Education

- Lawyer from the Law School of the University of Costa Rica, San José, Costa Rica, 1986; Graduation thesis "A New Wildlife Law for Costa Rica"
- Master's Degree in Environmental Law and Policy from Southern Methodist University, Dallas, Texas, United States of America, 1988; Graduation thesis "Forest Conservation and Economic Growth"

Professional Status and Experience

1982–1998 Associate of Lara, Lopez, Matamoros, Rodríguez and Tinoco Law Firm, San José, Costa Rica; Specialist in Environmental Law

1987–1988 Legal assistant of the Legal Department of E.P.A. (Environmental Protection Agency), Dallas, Texas, USA

1989–1994 Adviser to the Costa Rican Congress on new environmental legislation and political control

1989–1998 Legal adviser of the University of Agriculture of the Humid Tropics (EARTH), Guácimo, Costa Rica

1990–1994 Adviser on policy for the Ministry of Environment and Energy, Costa Rica

Expert participant for conservation projects in Costa Rica supported by:

- US Agency for International Development (USAID)
- Inter-American Development Bank (IDB)
- World Bank
- Organization for Tropical Studies (OTS)
- Greenpeace International
- University of Oregon Law School
- Environmental Law Institute (ELI)
- WWF
- The Nature Conservancy
- Conservation International
- GTZ (Germany)
- Dutch Government
- Sida (Sweden)
- CIDA (Canada)
- FINNIDA (Finland)
- NORAD (Norway)

1988–1998 Professor-coordinator of the Environmental Policy Training Course (Organization for Tropical Studies (OTS))

1989 Founding member and Vice President of the Federation of Conservation Organizations of Costa Rica (FECON)

1992–1993 Environmental Assistant to the President of the Congress of Costa Rica, Miguel Angel Rodriguez, San José, Costa Rica

1990–1994 Adviser to the Special Commission of Environment of the Congress of Costa Rica

1990–1994 Legal counsel of:

Tropical Science Centre (CCT)
National Institute of Biodiversity (INBIO)
Organization for Tropical Studies (OTS)
National Parks Foundation (FPN)

1992 Member of the Congress of Young Leaders, World Summit, Rio de Janeiro, Brazil

1994–1998 Director of the National Park Service, Government of Costa Rica

1997–1998 Special Adviser to the Minister of Environment and Energy, Government of Costa Rica

1998–2000 Vice-Minister of Environment and Energy, Mines and Water, Government of Costa Rica

- Head of Delegation of Costa Rica, Biodiversity Convention, 1996–2000, 2002–2006
- Head of Delegation of Costa Rica, Conference of Climate Change, 1998–2000, 2002–2006
- Head of Delegation to the Commission on Sustainable Development (CSD) of the United Nations

1998–2002 Special Adviser to the President of Costa Rica, Miguel Angel Rodriguez

2000–2002 Sub-director of the Tropical Agricultural Research and Higher Education Center (CATIE), Turrialba, Costa Rica

2002–2006 Minister of Environment and Energy, Mines and Water, Government of Costa Rica

2004–2005 President of the Central American Commission for Environment and Development

2005 Founder of the Coalition of Rainforest Nations to Avoid Deforestation (better known as the Papua New Guinea-Costa Rica initiative)

2006–today Adviser to the Costa Rican Congress on new environmental legislation; Regional Vice-President, Conservation International (CI)

Brief Overview

Lawyer by formation, politician by decision, but conservationist by heart, Carlos Manuel Rodriguez completed two years ago his mandate as Minister of Environment and Energy, Mines and Water of Costa Rica as a culmination of a long road of work within that Ministry in several fields but concentrated in improving the holistic approach towards natural resource management. He has received international recognition for his achievements on identifying, valuing and implementing Payment for Environmental Services (PES), systems for standing forest and water provision within protected areas, private forests and Indian reserves. He has great knowledge on the legal, political and institutional conditions required for successful implementation of PES systems that benefit both biodiversity and local communities. He led the first national process of consultation on the future of Environmental Services in 1998. He was Minister of Environment when Costa Rica managed to curb the trends of logging and deforestation to a national net growth of forested areas through natural regeneration and reforestation and after implementing a clear strategy against illegal logging across the country. He has impressive experience related to the necessary policy and governance background required for successful implementation of payment for environmental services systems, which, given concerns about climate change and associated water availability impacts, is extremely valuable expertise. This experience helped to create the Costa Rica-Papua New Guinea initiative that brought attention from the international community on the need to address the loss of tropical forests due to deforestation and its contribution to climate change. By presenting the concept of avoided

deforestation this initiative became a global movement by tropical countries through the coalition of rainforest countries that concluded in the currently well known concept of REDD (Reducing Emission from Deforestation and forest Degradation) that has the potential of becoming an international instrument to mobilize financial resources for forest conservation within the Climate Change Convention. It was agreed last December in Bali to continue considering this issue as part of the global long-term solution required to deal with climate change stabilization.

He was active in the Ministry of Environment and Energy from 1994 to 2006, where he held various political positions as Director of the National Parks Service and Vice Minister of Environment and Minister. He is also founder and Board member of many environmental NGOs in Costa Rica as well as of tropical research institutes and a collaborator in many high level training initiatives.

During his mandate in the Ministry of the Environment, he has built on Costa Rica's strong conservation history by bolstering the country's mechanisms for terrestrial conservation and expanding into the realm of marine conservation. Another important achievement was the development of a wide consultation process to build the "National Environmental Strategy" in an attempt to link policy design in the environmental field with the overall national development strategies and moving forward political dialogue on it through the National Environmental Council, involving many other State Ministers and relevant sectors and actors of civil society. He also promoted the establishment of the National Conservation Areas Council as a mechanism to enhance civil society participation in decision making at the regional and national levels.

As President of the Council of Ministers of Environment of the Central American Integration System (SICA) he led the process of designing a "Business Plan for the Mesoamerican Biological Corridor" which also called attention to the linkages between conserving the natural capital of the region and the sustainable development and improvement of livelihood goals. He also led the development of a cross-sectoral agenda in the region by promoting the first joint effort between the Ministries of Agriculture, Health and Environment, as a first step towards the development of concerted approaches to solving environment-related problems from a broader development perspective.

During his mandate as Minister of Environment he was often invited by international organizations to provide speeches on issues related to his field of expertise, such as in the case of the United Nations Forum on Forests, the Commission on Sustainable Development, the Food and Agriculture Organization, the United Nations Environment Programme, World Bank, etc.

Due to his passion and hard work, marine conservation is now being fully addressed for the first time in Costa Rica. His primary goal of this effort is to protect up to 25% – or 12.5 million hectares – of Costa Rica's Exclusive Economic Zone. In recognition of his contributions to marine conservation, he was honoured as the first ever recipient of the Global Ocean Conservation Award in 2005. In a broader scope, he developed a dynamic process to involve Panama, Colombia and Ecuador – jointly with Costa Rica – to launch the "Cocos, Malpelo, Coiba, Galapagos" marine corridor to promote the protection of marine resources.

By blending passion and innovation Mr Rodríguez has succeeded in one of the greatest challenges that conservationists face – the creation of mechanisms for long-term conservation. He has helped to put in place a system that will allow Costa Rica's environment to reap the benefits of his work far into the future and has firmly established his country as a leader in international conservation.

Awards and Recognitions

- 2005 Recipient of the Global Ocean Conservation Award in 2005, by Conservation International
- 2005 Recognized as the best Minister of Environment in 2005 by the Forum of Ministers of Environment of Latin America
- 2006 Recipient of the Award for Conservation Leadership by the Blue Moon Foundation, USA

Publications, co-author

- Principles of Conservation Biology
- Global Genetic Resources: Access, Ownership and Intellectual Property Rights
- Agriculture and Biodiversity
- National Forest Fund: Ten Years of the Program for the Payment of Environmental Services

Other interests

Surfing, diving, white water kayaking, bird watching and football

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Election of IUCN Treasurer

Action Requested: The World Conservation Congress is requested to ELECT the Treasurer for IUCN.

Background

1. In accordance with the provisions of Regulation 30 to the IUCN Statutes, the Director General wrote to members on 7 September 2007 inviting them to submit nominations for the Treasurer of IUCN. The Director General indicated in her letter that the current Treasurer, Mr Sven Sandström, although eligible under the Statutes to stand for re-election, had decided not to seek a second term as Treasurer.
2. In May 2007, the Council appointed a Nominations Committee to assist in the selection process for the President, Treasurer and Commission Chairs, under the leadership of IUCN Regional Councillor, Mr Alistair Gammell. The Committee revised and updated the Terms of Reference for the Treasurer of IUCN which were sent out to members by the Director General in September 2007.
3. The Council, at its 69th meeting on 10–12 March 2008, approved the following recommendation of the Council Nominations Committee for the position of IUCN Treasurer:
 - Mr Kurt Ramin, GermanyThe candidate has declared his willingness to serve if elected.
4. Biographical information on Mr Ramin is attached for consideration by the World Conservation Congress.

CURRICULUM VITAE

KURT PAUL RAMIN

Personal

Nationality: German

Date of Birth: 06 November 1942, Liebenwalde (near Berlin), Germany

Education

- Master of Business Administration (MBA) in Accounting and Finance, Central Michigan University, USA, 1972
- Diplom-Betriebswirt (BA) in Marketing and Accounting, Fachhochschule Cologne, Germany, 1968

Professional Status

- Certified Employee Benefits Specialist (through Wharton School, USA)
- Certified Public Accountant (CPA), New York

Professional Experience (Brief Overview)

Kurt Ramin was elected Global Chairman of the XBRL International Steering Committee and served as the longest acting Chairman (3 years) of that organization from 2004 to 2006. He was named Emeritus Chairman, XBRL International, at the end of 2006.

XBRL (eXtensible Business Reporting Language (www.xbrl.org)) is a language for the electronic communication of business and financial data which is revolutionizing business reporting around the world. It provides major benefits in the preparation, analysis and communication of business information. It offers cost savings, greater efficiency and improved accuracy and reliability to all those involved in supplying or using financial data.

Kurt Ramin was Chairman of several international conferences on XBRL and Business Reporting (speakers included SEC Chairman Christopher Cox and other key presenters of the worldwide business reporting community).

In a press release (28 July 2005) by Mr. Paul Volcker (Chairman of the IASC Foundation Trustees and former Chairman of the US Federal Reserve Board) Kurt Ramin was asked to lead the International Accounting Committee Foundation's (IASCF) efforts on XBRL and also to 'assist the Trustees and the International Accounting Standards Board (IASB) in their outreach to countries in the process of adopting IFRS (International Accounting Standards)'.

Kurt Ramin travelled and introduced XBRL and IFRS in over 70 countries around the globe. The XBRL/IFRS Taxonomy is now the leading global XBRL taxonomy. At the IASCF, he also was responsible for initiating the localization and translation of IFRSs and establishing an education and marketing/seminar function. IFRSs are now translated into over 50 languages and used by over 100 countries around the globe.

In 1997, as a partner of PricewaterhouseCoopers (PwC), New York, Kurt Ramin was seconded to the International Accounting Standards Committee (IASC) in London. He then became the IASC's first Commercial Director. At PwC he was a member of the firm's Capital Markets practice dealing with the firm's European clients in providing audit, tax and merger and acquisition services.

Other professional experiences include:

- Chief Financial Officer and Chief Operating Officer (North America) for Beiersdorf, Inc., producer of 'Nivea' cosmetics and medical products. Kurt Ramin installed modern operating systems (just in time inventory systems and fast financial reporting close) and negotiated a major labour contract.

- Controller, International Operations, for Emery Industries, a chemical company
- Assistant European Controller, Dow Corning, leading silicone manufacturer
- Director Administration, Mercedes- Benz Credit Corporation
- Personal assistant to Mr. Hugo Mann (owner). At the time of one of the largest Hypermarkets in the world
- Buyer, Otto Versand, a large mail order company
- Industrial trainee at a shoe manufacturing company (design and work flow)
- Apprenticeship at Teroson-Werke, a chemical company

National and International Positions and Memberships

- Financial Executives International (FEI). Past president of one of their largest chapters and member of their Globalization Oversight Committee
- American Institute of Public Accountants (AICPA), member
- Honorary member of the German CPA society
- Past Chairman of CIPAEN (Certified Professional Accountant Education Network) in conjunction with US Aid
- Presented XBRL at the World Congress of Accountants in Istanbul, 2006
- Listed in Who's Who in the World (America's leading biographical reference source) 1998
- Board member of several other organizations and companies

Additional Activities

Published articles on International Accounting and Capital Market subjects in international books and magazines (International Finance and Accounting Handbook, Journal of Accountancy, Lawyer's Handbook, and others). Established working relationship with major stock exchanges, accounting standard setters (incl. FASB and SEC), large software companies and the big accounting firms around the world.

Other Interests

Cycling (cycled in Rotary International's Polio-ride Moscow to Holland (2003) and Boston to Chicago (2005), skiing, golf and other outdoor activities.

**IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008**

Election of the IUCN Regional Councillors

Action Requested: The World Conservation Congress is requested to:

- a) TAKE NOTE of the report of the Election Officer for the World Conservation Congress (Annex 1); and
- b) ELECT Regional Councillors (up to three for each Region) from among the candidates listed in Annex 2.

Background

1. In accordance with Articles 28 and 39 of the Statutes and Regulations 36 to 40, the Director General wrote to members of IUCN in Categories A and B by registered mail on 7 September 2007, inviting nominations for candidates from their Region for election as Councillors. This communication was also sent by electronic mail on 13 September 2007.
2. The Regions defined in the Statutes are:
 - (a) Africa
 - (b) Meso and South America
 - (c) North America and the Caribbean
 - (d) South and East Asia
 - (e) West Asia
 - (f) Oceania
 - (g) East Europe, North and Central Asia
 - (h) West Europeand the list of States belonging to each of the eight Regions is annexed hereto (Annex 3).
3. The 67th Meeting of the IUCN Council (14–16 May 2007) appointed Dr Antonio Machado, former IUCN Regional Councillor for West Europe, member of the Statutes Review Committee and Election Officer for the Bangkok World Conservation Congress, who is not a candidate for election, as Election Officer for the World Conservation Congress, Barcelona, Spain, 2008. Dr Machado's report to the World Conservation Congress is attached at Annex 1.
4. The nomination form, distributed under cover of the Director General's letter to members, indicated that nominations for Regional Councillors were to be addressed to the Election Officer at the IUCN Secretariat for receipt not later than 31 January 2008. The Election Officer ruled that the date of receipt noted in the Nominations Register by the Secretariat at Headquarters should be accepted as the only evidence of the actual date of reception.
5. In accordance with the Statutes, nominations for candidates from a Region for election as Regional Councillors must 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.
6. The Election Officer reviewed the nominations received as at the deadline of 31 January 2008 and decided that there were insufficient nominations from the Africa and North America and Caribbean Regions. The Election Officer therefore obtained the authority of the Council to extend the deadline for receipt of nominations from these two Regions, to 31 March 2008. IUCN members in these regions were duly informed in writing by the Director General.

7. The nominations contained in this paper reflect the situation as at 31 March 2008.
8. Annex 2 to this paper has been prepared by the Secretariat in accordance with instructions given by the Election Officer on the basis of his report. It lists, in alphabetical order, the candidates nominated for each Region and contains brief background information on each candidate.
9. The background information for each candidate is presented according to the headings laid out on the nomination form, namely current employment and position/title; experience in fields of concern to IUCN; and particular qualifications to be a Regional Councillor.
10. Regional Councillors elected by the World Conservation Congress will serve for the term extending from the close of the World Conservation Congress in Barcelona until the close of the next ordinary session of the Congress.
11. The election of Regional Councillors will be conducted in accordance with the Rules of Procedure of the World Conservation Congress.

Election of IUCN Regional Councillors

Report to the World Conservation Congress by the Election Officer

1. By 31 January 2008, the original deadline for receipt of nominations, a total of 30 candidates had been nominated. In view of the fact that only two candidacies had been received for each of the Africa and North America and Caribbean Regions, I requested and obtained the authority of Council to extend the deadline for receipt of nominations for these two regions until 31 March 2008. IUCN members in the Africa and North America and Caribbean Regions were informed by the Director General and additional copies of the nomination forms were circulated.
2. I have now reviewed the files from the Secretariat containing for each of the candidates for whom nominations were received by the initial deadline of 31 January 2008 and by the extended deadline of 31 March 2008 for the Africa and North America and Caribbean regions, copies of:
 - (a) completed nomination forms or letters, telefaxes or emails of nomination;
 - (b) letters, telefaxes or signed nomination forms indicating willingness to serve if elected.
3. In appraising the validity of these proposals, I have not recommended any disqualification of a nomination on grounds of form or presentation. This is in accord with the approach adopted for previous sessions of the World Conservation Congress. The results of my consideration of the nominations in relation to each candidate, listed according to the Regions prescribed in Article 16 of the Statutes, are set out in the attachment to the paper. The candidates are listed in alphabetical order, starting at the letter "T" which was chosen at random.
4. For ease of reference, the substantive requirements for a valid nomination are summarised as follows:
 - (a) Nominator to be a current voting member of a Region;
 - (b) Nominee to be:
 - within the Region of the nominator;
 - a national of a State in the Region;
 - a resident of a State in the Region;
 - willing to serve if elected;
 - a candidate who has not held the same office consecutively for two full terms.
 - (c) Nominee must be nominated by five members eligible to vote or ten per cent of all voting members in the Region whichever is lower, in both cases drawn from more than one State (Regulation 38 to the IUCN Statutes).
 - (d) Nominations, in whatever form, must be received by the Secretariat by the date prescribed by the Council.
5. The number of nominations required per candidate per Region at the time of mailing the call for nominations was as set out in the table in paragraph 9 below.
6. Issues of form and presentation **not** invalidating a nomination include:
 - (a) unsigned forms of nomination (providing there was an accompanying signed letter from the member),
 - (b) absence of undertaking to serve (provided that at least one of the nomination forms received for the candidate had been signed or was accompanied by a letter confirming willingness to stand).

7. In her letter to members of 7 September 2007, the Director General indicated that the validity of nominations was based on the payment of membership dues up to and including 2007.
8. To comply with the Regulatory requirement to include the number of nominations received per validly nominated candidate, I have included a figure in brackets after each name in the list of candidates indicating the number of nominations received on or before the deadline date of 31 January 2008 or in the case of Africa and North America and the Caribbean, the extended deadline of 31 March 2008.
- 9.

IUCN Regions	Number of members eligible to vote	Number of nominations required per candidate
(a) Africa	96	5
(b) Meso and South America	111	5
(c) N. America and the Caribbean	92	5
(d) South and East Asia	96	5
(e) West Asia	37	4
(f) Oceania	35	4
(g) E. Europe, N. and Central Asia	45	5
(h) West Europe	243	5

Attachment 1 Nominations for Regional Councillors

1. Position based on:

- (a) Completed nomination forms or letters, telefaxes or e-mails of nomination.
- (b) Signed nomination forms or letters, telefaxes, or known intent of willingness to serve if elected.
- (c) Other communications with the Secretariat relating to the nominations.

2. Regions are as prescribed in Article 16 of the Statutes.

(a) Africa

Yolan Friedmann, South Africa (9)	Nomination valid in every respect
Brahim Haddane, Morocco (6)	Nomination valid in every respect
David Mabunda, South Africa (6)	Nomination valid in every respect
Hillary Masundire, Zimbabwe (5)	Nomination valid in every respect
Accel Ndinga-Makanda, Congo (6)	Nomination valid in every respect
Timothy Snow, South Africa (5)	Nomination valid in every respect

(b) Meso and South America

Claudio Maretti, Brazil (5)	Nomination valid in every respect
Miguel Pellerano, Argentina (5)	Nomination valid in every respect
Zuleika S. Pinzón, Panama (17)	Nomination valid in every respect

(c) North America and the Caribbean

Spencer Linus Thomas, Grenada (6)	Nomination valid in every respect
George Greene, Canada (5)	Nomination valid in every respect
Sixto Inchaustegui, Dominican Republic (5)	Nomination valid in every respect
Russ Mittermeier, USA (6)	Nomination valid in every respect

(d) South and East Asia

Monthip S. Tabucanon, Thailand (5)	Nomination valid in every respect
Mahfuz Ullah, Bangladesh (5)	Nomination valid in every respect
Arzu Rana Deuba, Nepal (5)	Nomination valid in every respect
Hiroharu Koike, Japan (6)	Nomination valid in every respect
Tej Kumar Shrestha, Nepal (5)	Nomination valid in every respect

(e) West Asia

Saif Ali Al-Hajari, Qatar (4)	Nomination valid in every respect
Abdul Aziz Mohammad Al-Mohanna, Saudi Arabia (4)	Nomination valid in every respect
Samira Omar Asem, Kuwait (4)	Nomination valid in every respect
Ali H. Darwish, Lebanon (8)	Nomination valid in every respect
Javed Jabbar, Pakistan (11)	Nomination valid in every respect
Mohammad Shahbaz, Jordan (9)	Nomination valid in every respect

(f) Oceania

Lionel Gibson, Fiji (4)	Nomination valid in every respect
Brendan Mackey, Australia (6)	Nomination valid in every respect
Diana Shand, New Zealand (4)	Nomination valid in every respect

(g) East Europe, North and Central Asia

Ivan Voloscuk, Slovakia (6)	Nomination valid in every respect
Amirkhan Amirkhanov, Russia (8)	Nomination valid in every respect
Vilmos Kiszal, Hungary (11)	Nomination valid in every respect
Jasminka Milosevic, Serbia (11)	Nomination valid in every respect
Kalev Sepp, Estonia (8)	Nomination valid in every respect

(h) West Europe

Marina von Weissenberg, Finland (6)	Nomination valid in every respect
Hans de Jongh, Netherlands (6)	Nomination valid in every respect
Christophe Lefebvre, France (19)	Nomination valid in every respect

Notes

1. The figures in brackets after the name of each candidate indicate the number of nominations received for the candidate.
2. Candidates are listed in alphabetical order of surnames within their Regions, starting at the letter "T" chosen at random (in accordance with Regulation 40).

Background Information on Candidates for Election as Regional councillors

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – AFRICA

FRIEDMANN, Yolán (South Africa)

Current employment and position/title:

Chief Executive Officer: Endangered Wildlife Trust, a non-profit environmental NGO working throughout sub-Saharan Africa, with over 100 projects and 75 full-time staff.

Experience in fields of concern to IUCN:

- Environmental management, biodiversity conservation and species conservation
- Species assessments (e.g. Red Data Lists) and strategic/action planning, environmental law
- Project development and implementation and strategic planning
- International treaties and conventions and local implementation issues
- Capacity building, especially in developing countries
- Managing an environmental / biodiversity conservation NGO including governance, admin, policy development, project management, human resources, public relations, financial management, fundraising etc.
- Understanding of the interface between social, environmental and economic imperatives
- Broad expertise in sustainable development issues and commitments to equity and justice
- Facilitating regional political cooperation and projects
- Chairing various IUCN National and Regional Committees and bodies

Particular qualifications to be a Regional Councillor:

- Chairing a National Committee of the IUCN for five years (South African) and the Regional Advisory Committee (RAC) for southern African for 2 terms
- Involvement in several IUCN SSC Specialist Groups (e.g. Cat Specialist Group, Antelope Specialist Group, Conservation Breeding Specialist Group (CBSG))
- Publication of the Red Data Book of the Mammals of South Africa
- Establishment of a regional CBSG network in 2001 and implementation of more than 20 projects (species action plans, conservation assessments, training and capacity building, etc.)
- Knowledge of and experience with local and regional conservation issues and concerns
- A solid network of contacts and partners throughout the southern African region
- Experience working with the IUCN partners and members throughout southern and East Africa
- Participation in many IUCN workshops and conferences including the 2004 WCC, the World Parks Congress, the National Committees' Meeting (Den Haag, 2005) and regional members' meetings
- Development of resolutions and motions for the 2004 WCC (all of which were accepted)
- Participation in the South Africa Steering Committee for the World Parks Congress
- Solid understanding of IUCN structure and operations, exposure to operation of the IUCN Council as an invited observer of the November 2007 IUCN Council Meeting, in South Africa
- International networking and partnership development
- Representation of members' interests in regional/international fora and with partner organizations
- A passion for African species, places and people

HADDANE, Brahim (Morocco)

Current employment and position/title:

Director, Botanical Gardens, Salé, Morocco
Secretary General of the Moroccan National Committee for IUCN

Experience in fields of concern to IUCN:

Very active in all fields currently being developed by IUCN, including nature conservation, sustainable management of natural resources, preservation of biological diversity and natural ecosystems. Mr Haddane is particularly interested in questions of social equity and benefit-sharing.

Environmental education is a priority in his daily work.

Particular qualifications to be a Regional Councillor:

- The candidate is very knowledgeable of the structures of the Union, how they work and their relations with partners.
- He speaks the Union's three working languages fluently.
- He has good relations with members of the Union in the region.
- He has the support of National and Regional members.
- He is in a position to fulfil his mission in the best possible conditions.

MABUNDA, David (South Africa)**Current employment and position/title:**

Dr Mabunda is currently Chief Executive of South African Parks.

Experience in fields of concern to IUCN:

Dr Mabunda, besides being overall in charge of 22 national parks encompassing over 3,500,000 hectares in South Africa, has provided leadership in nature conservation on the entire African continent. Some of the key highlights of his roles include:

- Being the driving force behind the Leadership for Conservation in Africa (LCA) under which, for the first time in history, African conservation and business leaders have a platform through which they can discuss matters of common interest and share experiences and lessons for the improvement of biodiversity conservation in Africa.
- Under his management, South Africa has taken leadership in the establishment and development of Transfrontier Conservation Areas, which are being adopted through Africa as a means of effectively managing shared biodiversity and sustainably utilizing such resources.
- South African Parks, under David's leadership, has been most innovative in integrating conservation business and management of protected areas, thus contributing substantially to the sustainable financing of protected areas. This is one of the major challenges that constrain effective management of protected areas in Africa. Hence, Dr Mabunda would share his experiences with other Councillors on how protected areas can be sustainably financed.

As Regional Councillor, Dr Mabunda would bring vast experience into the IUCN's policy making body, which would be valuable to IUCN, its members and biodiversity conservation.

Particular qualifications to be a Regional Councillor:

In addition to the qualities specified above, Dr Mabunda is a highly respected individual in Africa in the field of nature conservation and would, therefore, serve and meet the expectations of the region. His qualifications (PhD in Ecotourism), commitment to conservation, understanding and providing leadership in sustainable development, broad network within Africa's conservation and business communities and his long-term collaboration with IUCN in his work, makes him the ideal nominee as a Regional Councillor.

MASUNDIRE, Hillary (Zimbabwe)

Current employment and position/title:

Ecologist/Senior Lecturer, University of Botswana

Experience in fields of concern to IUCN:

- Ecosystem Management
- Inland Biodiversity
- Wetlands Ecology
- Environmental Impact Assessment
- Environmental Policy
- Development Planning
- Multi-lateral Environmental Agreements.

Particular qualifications to be a Regional Councillor:

Dr Hillary Masundire has contributed to the work of the IUCN in various ways over the last 20 years at national, regional and global levels. He is about to complete his term of office as the first ever elected African Chair of an IUCN Commission – the Commission on Ecosystem Management (CEM).

He has been involved in national issues e.g. the development of the Botswana National Wetlands Policy and the Okavango Delta Management Plan; in regional issues e.g. environmental flows and impacts of major water infrastructure developments and in global issues e.g. application of the Ecosystem Approach in the CBD and the CCD.

Dr Masundire is quite familiar with the conservation issues pertaining to Africa in general and to East and Southern Africa in particular. In his capacity as the global Chair of the CEM, he has been involved in many global conservation issues including climate change, biodiversity loss and ecosystem restoration. He has served on Council as a member of the Programme and Policy Committee, Finance and Audit Committee and the Bureau. He has the experience to effectively represent Africa as a Regional Councillor.

NDINGA MAKANDA, Accel Arnaud (Congo)

Current employment and position/title:

- Regional IUCN Councillor for Africa
- Deputy of the National Assembly
- Rapporteur for the Commission on Development, Environment, Urbanism and Habitats; and Head of Research
- Responsible for Education at the Marien Ngouabi University of Brazzaville

Experience in fields of concern to IUCN:

- Research and Environmental Attaché with the Ministry of Scientific and Environmental Affairs
- Coordinator of the Research segment of the Nouabalé-Ndoki Project (participated in drafting the Congo GEF Project)
- Manager of the National Forestry Action Plan (NFAP, formerly Tropical Forest Action Plan (TFAP)) and of the National Environmental Action Plan (NEAP)
- Member of the Scientific Committee of the Mayombe Project and instigator of the Dimonkia Biosphere Reserve
- Member of the Monitoring Committee for PROGECAP (GEF-Congo Project)
- Member of the Organizing Committee of the Conference on Ecosystems of the Dense Rain Forests of Central Africa (French acronym, CEFDHAC)
- President of the “Information Communication and Telematics” chapter of the Regional Programme for the Management of Environmental Information (RPMEI) (National coordinator of the Meta-Database Project)
- Member of the CEFDHAC Contact Group, Congo

- Director of the Office of the Minister of the Forest Economy, Fisheries and the Environment
- President of the Department of the Council of Sangha from 2003 to 2007

Particular qualifications to be a Regional Councillor:

Spoken languages: English, French, Kituba, Lingale and Russian
 Very good knowledge of information technology

- Collaborator with the Centre for Scientific Research of the Soviet Documentation and Cultural Information Institute (Informcultura) in the study relating to the UNESCO International Thesaurus of Cultural Development (ITCD). Co-author of the Russian edition of the ITCD published pursuant to a contract between the USSR and UNESCO (1982–1985)
- Co-author of the evaluation and update study on the creation of the *Centre National de Documentation et d'Information Scientifique et Technique* (CNDIST) (National Documentation and Scientific and Technical Information Centre) carried out by Mr Omar DIOP, Expert of the ACCT
- Member of the Expert Committee of the Patent Documentation and Information Department (French acronym, DEDIB) of the African Intellectual Property Organization (French acronym, OAPI)
- Alternate Professor at the *Ecole Supérieure du Parti* (graduate school): Communications Sciences and Technologies stream (1988–1991)
- National Coordinator of the Monitoring Group for the Development of the Nouabalé-Ndoki Reserve (since 1989)
- Administrator of the *Unité d'Afforestation Industrielle du Congo* (Congo Industrial Reforestation Unit) (UAIC S.A., 1991–1994)
- President of the Governing Council of the UAIC (1992–1994)
- Administrator and President of the Governing Councils of the *Congolaise du Développement Forestier* (CDF) (Congo Forest Development Association) and the *Congolaise des Bois Imprégnés* (CBI) (Congo Impregnated Woods Association) from 1991 to 1994
- National Coordinator responsible for the follow-up and implementation of the recommendations of the Conference of Ministers Responsible for Application of Science and Technology for Development in Africa (CASTAFRICA II)
- Alternate Professor in the Department of Communications Sciences and Technologies attached to the Faculty of Letters and Human Sciences at Marien Ngouabi University (since 1992)
- Bureau Member of the Research Unit on the Productivity of Industrial Plantations, acronym UR2PI (from 1997–)
- Participant in the National Forum for Reconciliation, Unity, Democracy and Reconstruction of the Congo (1998)
- Author of many publications

SNOW, Timothy (South Africa)

Current employment and position/title:

Endangered Wildlife Trust, Manager, Wildlife Conflict Prevention Group & Chief of Field Staff
 Past Chairman, Game Rangers Association of Africa

Experience in fields of concern to IUCN:

- Protected Areas Management
- Environmental Management
- Environmental Pollution/Chemicals
- Environmental Law
- Public & Environmental Health

Chair of Game Rangers Association of Africa 2004–2006. Appointed to the Africa portfolio which entails liaison with all African members and African Associations since 2003. Communications Portfolio Manager 1998–2003, Executive Committee member since 1998 and professional member since 1984.

Elected as International Executive Council member of the International Ranger Federation (member IUCN-WCPA) at the 4th IRF Congress in Australia in April 2003. Elected as the African Continental Representative on this Council at the 4th IRF Congress. Retired from this position in February 2007.

In capacity as Chair of Game Rangers Association of Africa, attended the World Conservation Congress in Bangkok to submit a motion on the Sustainable Use of Natural Resources and to support motions proposed by other South African members. Attended the World Parks Congress in Durban, South Africa, September 2003 to address the issue of Threats to Protected Areas by participation in formulating IUCN resolutions in this regard. Intends to submit a motion to the 2008 World Conservation Congress on Protection of the Protectors (rangers).

Particular qualifications to be a Regional Councillor:

Timothy Snow readily accepts leadership positions, as indicated by his instrumental role in the establishment of both the (South African) National Avian Conflict Advisory Forum and the National Chemical Crime Management Forum. Both were established in response to needs, and by drawing in parties at top levels, who through their concern or influence could make a positive difference in those fields. His role in the many other committees is out of a passion to be involved and make a difference through that involvement. He participates actively in whatever he is involved in.

He has a strong leadership background in the conservation field. He started as a ranger in the field in 1978. He has been involved in the Game Rangers Association of Africa (GRAA) since 1984; he chaired the GRAA from 2004 until he chose to retire from that position due to other commitments in February 2007. He still holds the Africa liaison portfolio and represents GRAA on the IUCN South Africa Committee. He served on the International Executive Council of the International Ranger Federation from 2003 to 2006. He is particularly concerned about the environmental threats at field level, and strives to improve the situation for staff in the field by creating awareness of problem and threat issues at all levels. He has almost 30 years of conservation experience in both the field and the boardroom. He is generally a balanced person.

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – MESO AND SOUTH AMERICA

MARETTI, Claudio (Brazil)

Current employment and position/title:

Director of Conservation for Regional Programs, WWF-Brazil; he participates in the formulation of international conservation and sustainable development policies as a member of the Conservation Committee of WWF's global network.

Experience in fields of concern to IUCN:

Mr Maretti has led a very diversified professional life. However, the main thrust of his work has been to focus on planning (regional, environmental, etc.) and environmental management. Connecting these activities to societal interests, especially those of local communities, has always been of particular concern to him.

He is a specialist in marine protected areas, to which he has devoted himself for more than 20 years. He also has considerable experience in international projects related to natural resource management, including working with local communities.

He has long been active in southeastern Brazil, especially the coastal areas. For nearly five years he lived and concentrated his professional work on the west coast of Africa. He has also worked as a consultant in other regions of the world.

For the last five years he has devoted his work especially to Amazonia. There, he has participated both in the largest *in situ* conservation project in the world and in developing the pan-Amazonian strategy for sustainable development.

He currently has national responsibility for conservation and sustainable development projects and for formulating international action policies in these areas.

Particular qualifications to be a Regional Councillor:

An understanding of and a dedication to the IUCN for more than 20 years, through participation in various functions: staff, Commission member and vice-president, and the IUCN Council.

Strategic and general vision, with the capability to formulate and evaluate conservation and sustainable development policies.

A strong connection with the requirements of the region, with its socioeconomic needs, and with conservation and sustainable development projects, including those in the countryside.

PELLERANO, Miguel (Argentina)**Current employment and position/title:**

Sub-secretary of Planning and Environmental Policy, Environment and Sustainable Development Secretariat, Argentina

He has also worked as an independent contractor in specific cases.

Experience in fields of concern to IUCN:

The candidate is a member of two IUCN Commissions: the Commission on Education and Communication (CEC) and the World Commission on Protected Areas (WCPA) where he has always carried out his responsibilities with great professionalism and commitment.

Between May of 2002 and October of 2005 he was the representative of the IUCN Regional Office for South America (SUR), working diligently to develop the alliances and strategies of the National Committees, and to initiate activities in South America to unite global and regional themes.

He has had a close working relationship not only with the IUCN Secretariat, but also in the South (his main arena of work). He has also worked closely with the ORCA project and with the main international conservation organizations such as WWF, CI, and TNC. However, he is mainly recognized for having a close working relationship and constant contact with many members of IUCN in the region, as well as specialists on the various IUCN Commissions.

Particular qualifications to be a Regional Councillor:

He has been one of the principal driving forces for the Inca Road/Gran Ruta Inca project as a means of linking and establishing work relationships among the National Committees and the sub-region.

Mr Pellerano has known IUCN for many years and is capable of being a great interlocutor among the members, the Commissions, and the Council.

Mr Pellerano has extensive experience in the area of international negotiations, before the Convention on Biological Diversity (CBD), Cambios Climáticos/Climate Changes, the Comunidad Andina/Andean Community (CAN), and CAF, where his presence and his dedication to biological diversity is well known. Educated in the biological sciences, he specialized in protected area management, and has received training in conflict resolution techniques.

Mr Pellerano speaks English, Portuguese and Italian fluently and has a fair command of French.

He is internationally known for his lobbying skills and abilities in supporting fund management teams.

- Diploma in Natural Sciences, Colegio Nacional #9 high school, Buenos Aires
- Biological/Veterinary Sciences, University of Buenos Aires, Argentina
- Certificate in Protected Natural Areas Management, National Parks Administration Institute (APN), Argentina
- Social Psychology, Private Institute of Social Psychology, Buenos Aires
- Masters in International Relations, Latin American School of Social Sciences (FLACSO), Buenos Aires

PINZÓN, Zuleika S. (Panama)

Current employment and position/title:

- Executive Director of the Foundation for the Conservation of Natural Resources, NATURA
- President of the Panamanian Committee of IUCN
- Member of the IUCN Commission on Ecosystem Management
- Member of the Executive Committee of the Network of Environmental Funds of Latin America and the Caribbean (RedLAC)
- Member of the National Committee on Wetlands
- Member of the National Biosciences Commission

Experience in fields of concern to IUCN:

Ms Pinzón has more than 20 years of experience in projects relating to conservation and the sustainable use of natural resources, protected areas, buffer zones, diverse communities, non-governmental organizations, and community-based organizations. She actively participates in the activities of IUCN at the national as well as the regional level. She was a member of the IUCN-Mesoamerica's Technical Advisory Committee on Wetlands, a member of the Commission on Ecosystem Management, and she currently chairs the Panamanian Committee of IUCN. She was selected to represent Panamanian grass roots environmental groups before important national and international initiatives, such as the Dialogue for National Coordination of Development, the Scientific Committee of Coiba National Park, the International Centre for Sustainable Development, the Central American watershed management "think-tank", among others. She was recognized as a "Distinguished Environmentalist" by the mayor's office of Panama City and nominated as a "Distinguished Environmentalist" by the National Environmental Authority. She participated in the Working Group on Coastal Marine Ecosystems, and in drafting the National Strategy on the Environment and the National Strategic Plan on Science, Technology and Innovation. She is a technical reviewer for scientific documents and publications and she initiated two environmental awards in her country.

Particular qualifications to be a Regional Councillor:

Recognized by IUCN-Mesoamerica as one of the conservation leaders of the region, she is knowledgeable about the IUCN thematic areas. She has experience in IUCN's areas of work, and participates actively in its work in the region. She does this with a high sense of commitment to the membership and with a concern for strengthening this work based on the principles of IUCN. She has a holistic focus and experience in project administration, strategic planning and operations, organizational management, budget planning, environmental funds investment, and management of financial resources. She possesses international experience, at the level of committees, forums and work groups, in conservation and environment thematic areas, as well as in inter-institutional relations and coordination. She also has experience with governmental agencies, international, bilateral and multilateral cooperation, the private sector, indigenous peoples, international organizations, and organized citizens' organizations, from the community to the national level. She has more than 10 years' experience preparing and evaluating projects on the national and international level. She has directed and efficiently and effectively administered the most important environmental funds in her country. Panama, as a State member of IUCN, supports her. It is a country that has distinguished itself regionally and globally in the area of climate change and now faces important challenges with the widening of the Panama Canal.

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – NORTH AMERICA AND THE CARIBBEAN

GREENE, George (Canada)

Current employment and position/title:

George Greene is Chair of Stratos – Strategies to Sustainability, a values-based consultancy based in Ottawa and working across Canada and internationally.

He advises industry associations on the design and implementation of sustainability initiatives including biodiversity strategies and engagement of indigenous peoples and community and national-level stakeholders.

Experience in fields of concern to IUCN:

George Greene has worked since the early 1970s on environmental management and sustainable development issues across Canada and internationally. He has held positions with resource industries, governments, international organizations, and NGOs. He has conducted studies and reviews for the Convention on Biological Diversity, including a capacity building framework for biosafety, a management review of the CBD Secretariat, and the third Review of the Financial Mechanism to the CBD (the GEF). He has led an international team which has developed an international best practice standard for access to genetic resources and benefit sharing.

He has long experience with the management and governance of multi-interest programmes and organizations. As Assistant Director General of IUCN – The World Conservation Union in the mid-late 1990s, his responsibilities included being the right-hand to the President (Chair of the Council), supporting effective decision making by biannual meetings of the 36 member Council, ensuring responsiveness to IUCN's government and NGO members around the world, and external relations including communications and donor relations. He also oversaw the management services for this \$100 million organization with a staff of 900.

Mr Greene served as Co-Chair, together with the World Bank, to the Interim Working Group which established the World Commission on Dams – a multi-stakeholder body of governments, environmental NGOs, community groups, dam builders and investors. As Chair of the Resolutions Committee for the 1994 IUCN General Assembly, he mediated and managed the process in which governments and NGOs negotiated 100 resolutions on environment and development issues. In 1996, he had overall responsibility for the design, planning and conduct of the World Conservation Congress and General Assembly of IUCN, a meeting of 3300 participants.

Particular qualifications to be a Regional Councillor:

We feel that George Greene has particular qualifications to be a Regional Councillor given his extensive experience within both IUCN and the North America and Caribbean region.

Experience with the World Conservation Union (IUCN):

- Member, Commission on Environmental Planning/Commission on Sustainable Development (1984–1990)
- Chair, Task Force on Review of the Commission on Education and Communications (1993)
- Chair of the Resolutions Committee, IUCN General Assembly, Buenos Aires (1994)
- Assistant Director General, IUCN (1995–1999)
- Member of the Board, Canadian Committee for IUCN (2000–2005)
- President, Canadian Committee for IUCN 2005–present

He has led numerous large-group processes, many of them involving diverse and often conflicting sets of stakeholders. In the spring of 2002, Mr Greene led the design and facilitation of the National Stakeholder Workshops on Climate Change. He provided strategic advice and analytical support for three years to the Canadian National Roundtable on the Environment and the Economy's Environmental and Sustainable Development Indicator (ESDI) program, including on the work of the ESDI Steering Committee. In 2004, he moderated two multi-stakeholder workshops on energy and climate change for the NRTEE, and one on economic instruments for long-term carbon emission reductions.

As Director General of Policy Development at the Canadian International Development Agency, he served as a member of the inter-departmental management committee which guided Canadian preparations for the World Summit on Environment and Development. At CIDA he instituted a sustainable development policy base to guide the Agency's programming. He has led a number of international negotiating teams for Canada including as Canadian Representative to the Global Environment Facility, the Convention to Combat Desertification, and the World Summit on Social Development. He served 5 years as Chair of the Sierra Club of Canada Advisory Board.

INCHÁUSTEGUI, Sixto J. (Dominican Republic)

Current employment and position/title:

Coordinator, Environment and Renewable Energy Unit, United Nations Development Programs (PNUD)-Dominican Republic
Member of the Board of Directors, Grupo Jaragua, Dominican Republic

Experience in fields of concern to IUCN:

Participation in the processes related to biodiversity management and conservation for the last 38 years in the Dominican Republic, as well as in regional Caribbean, Latin American, and global processes.

Participation in activities related to IUCN since 1978. Co-organizer of the First Colloquium on Conservation (Centre for Biological and Marine Studies-Santo Domingo Autonomous University, with the participation of the IUCN, 1978). Member during different periods of various IUCN Specialist Groups (crocodiles, iguanas, tortoises and turtles, amphibians, protected areas). Former Vice-President for the Caribbean of the Protected Areas Commission, elected at the Fourth World Congress on Parks, held in Caracas. Participant in the Global Evaluation of Amphibians and in the Global Evaluation of Mammals. Founding member of two member organizations of IUCN in the Dominican Republic: the Centre for the Conservation and Ecodevelopment of Samaná Bay and its Surroundings (CEBSE) and the Grupo Jaragua. Current member of the Board of Directors of Grupo Jaragua. Member of the Dominican Commission of IUCN. First organizer of the Caribbean Biodiversity Congresses held at Santo Domingo Autonomous University. (The Fourth Congress was dedicated to me; the Sixth Congress was recently held in January, 2008.) Nominated for the Goldman Environment Prize. Honorary Member of the Cuban Zoological Society. Recipient of the Presidential Prize for Professional Excellence 2000.

Particular qualifications to be a Regional Councillor:

Broad experience for more than 30 years in regional, national, and global conservation; in university teaching; in research; and in the development of international cooperation projects. Has the capability to interact flexibly in interdisciplinary and multicultural environments. First hand knowledge of the structure, functioning mechanisms, and objectives of IUCN. Conflict management abilities. Able to effectively relate to third parties. Command of the English language.

MITTERMEIER, Russell (USA)

Current employment and position/title:

- President Conservation International Foundation (1989–present)
- Chairman, IUCN/SSC Primate Specialist Group (1977–present)
- Member, Executive Committee, SSC (ca 1985–present)
- President, Margot Marsh Biodiversity Foundation (1996–present)
- Adjunct Professor, Dept. of Anatomical Sciences, State University of New York at Stony Brook (1990–present)

Experience in fields of concern to IUCN:

Mr Mittermeier has worked with IUCN since 1974, at which time he became a member of the Species Survival Commission. He has chaired the Primate Specialist Group since 1977. Through the PSG, the first ever Action Plans were produced and the group initiated the series “Occasional Papers of the SSC”. The PSG produced four newsletters and one journal since 1981.

Mr Mittermeier also serves on the Executive Committee of the Freshwater Turtle and Tortoise Specialist Groups and has served on a number of other Groups.

Mr Mittermeier has attended every IUCN General Assembly/World Conservation Congress since 1981. He was a member of the Programme Committee at the 19th General Assembly in Buenos Aires, a plenary keynote speaker at the 5th World Parks Congress in Durban and a member of the Durban Accord Committee at the 5th World Parks Congress.

His first term as an IUCN Councillor began in 2004 and he has been on the IUCN Bureau since 2006. As part of his work on Council, he was a member of the Programme and Policy Committee and the Governance Task Force and also served as a member of the Search Committee to choose a new Director General.

His organization, Conservation International Foundation, is a major partner of IUCN.

Particular qualifications to be a Regional Councillor:

- Experience with IUCN going back to 1974
- Chairman of the SSC Primate Specialist Group since 1977
- Member of the Steering Committee of the Species Survival Commission since 1984
- Member of the IUCN Council since 2004
- Member of the IUCN Bureau since 2006
- Attended every General Assembly/World Conservation Congress since 1981
- Full-time conservationist since 1971
- Long experience with the processes of IUCN

THOMAS, Spencer Linus (Grenada)

Current employment and position/title:

Honorary Counsel for Belize in Grenada
Economic Policy Advisor – Ministry of Finance, Grenada

Experience in fields of concern to IUCN:

Consultant on following:

- Biodiversity Strategy and Action Plans – Grenada and St Kitts/Nevis
- National Environment Management Strategy and action plan
- National Capacity Self Assessment
- Poverty Eradication Strategy
- National reports to CBD, UNCCD, UNFCCC
- National Energy Policy – PhD focus was Energy Economics
- National Biosafety Framework
- Sustainable Land Management project
- Telecommunications and Information and Communication Technology
- Chairman Grenada sustainable development Council
- Senior Advisor to the Government of Grenada 1997 to present
- Director General of Finance Grenada 1995–1997

Particular qualifications to be a Regional Councillor:

- Several years experience with the CBD process
- Several years experience with UNFCCC process
- Co chair Alliance of small island states of UNFCCC
- National focal point for CBD and protocol. Member Informal advisory body of clearing house mechanism
- CBD SBSTTA bureau member
- Chair working group meetings of CBD
- Steering committee member for 2010 biodiversity indicators project
- Member of technical expert group on island biodiversity
- Served on several committees in the Caribbean region
- Wide experience and extensive network in Caribbean
- Member of Global Island Partnership

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – SOUTH AND EAST ASIA

DEUBA, Arzu Rana (Nepal)

Current employment and position/title:

Executive Chairperson, SAMANATA – Institute for Social and Gender Equality

Experience in fields of concern to IUCN:

Arzu Rana Deuba worked with IUCN during the implementation of the National Conservation Strategy from 1990 to 1993. She worked as Programme Coordinator of the Public Information Programme. Her main responsibility was focused on strengthening IUCN members working for awareness creation, namely the Nepal Forum for Environmental Journalists (NEFEJ), Environmental Camps for Conservation Awareness (ECCA) and Women in Environment. Public information programmes about conservation issues and environmental activism (against mines, pollution, unsustainable infrastructure projects) were successfully pioneered during this period in Nepal. The NGOs strengthened during that period are still at the forefront of environment conservation initiatives today.

She has also been active as follows:

- Served as Environment and Energy Advisor to Canadian Cooperation Office in Nepal 1993–1995. Was responsible for working with the Water and Energy Commission Secretariat of the Ministry of Water Resources, Government of Nepal.
- Attended summer school course on Environmental and Social Impact Assessment at the University of Ottawa, Canada in 1994.
- Served as advisor to WWF/Nepal programme (1998 to September 2006). Through SAMANATA, provided inputs to Terai Arc programme (2000/2001).
- Prepared Nepal's State of the Environment Report for the year 2000 and 2001 for the Ministry of Environment.
- Prepared Public Information Strategy for Ministry of Environment, 1999-2000 (ADB/MOPE/IUCN).
- Worked as Team Leader for the review, assessment and programme design of NARMSAP (Natural Resource Management Sector Programme, MOF/GON and DANIDA) for its national programme as well as SABIHA (JICA/Department of Soil Conservation and Watershed Management) (2003/2004).
- National Focal Point for the IUCN Communication and Education Committee, Nepal.

Particular qualifications to be a Regional Councillor:

Served as Member representing Asia during the formation of the Global Partnership on Maternal, Newborn and Child Health and, prior to that, as a representative member from Asian NGOs in the Inter Agency Group on Safe Motherhood (2000–2005).

Established Nepal's Safe Motherhood Network Federation (SMNF). The SMNF has 500 member organizations in 60 districts (out of 75) of Nepal. The SMNF serves as an advocacy, awareness raising and social mobilization group at all levels in Nepal and abroad. The SMNF is regarded as the prototype for the Global White Ribbon Alliance. The SMNF was recognized for its outstanding contribution to maternal and neonatal health by the GWRA in 2002.

Served as a Board Member of South Asian Centre for Policy Research (1999–2001) and Regional Centre for Strategic Studies, Sri Lanka (2002–2004).

Ability to work in a number of areas with almost equal competency – especially interface between social and economic development and conservation issues.

Good advocacy and fundraising skills.

Invited to present, on behalf of women, in Congressional Hearings in the USA and other countries. Also spoke alongside Mme Madeleine Albright for the Planet Campaign for women's reproductive rights in

California. Honoured by Save the Children US for outstanding contribution to women's and child rights during UNGASS.

KOIKE, Hiroharu (Japan)

Current employment and position/title:

Special Advisor to the Rector of United Nations University
Professor, Faculty of Law, Teikyo University

Experience in fields of concern to IUCN:

Mr Hiroharu Koike has 39 years experience in the fields of diplomacy and global environmental governance which is important in the fulfilment of IUCN's mission.

From 1999 to 2000, he served as Japan's Ambassador for Global Environmental Affairs. During this period, he was deeply involved in the UNCED process including COP V of UNFCCC. From 1990 to 1993, he served as Minister of the Permanent Mission of Japan to the United Nations. He was in charge of the Second Committee, UN bodies and specialized agencies accredited to ECOSOC. Between 2000 and 2002, Mr Koike was a Professor at the National Graduate Research Institute for Policy Studies (GRIPS) and taught global environmental negotiations, which included CITES and Biodiversity and other agreements related to the mission of IUCN.

Since 2005, Mr Koike serves as Special Advisor to the Rector of the United Nations University and since 2006, he has taught as Professor, Faculty of Law at Teikyo University.

Particular qualifications to be a Regional Councillor:

Mr Koike is well acquainted with multilateral negotiations formulating agreements.

He represented Japan in various negotiations under the aegis of UNCTAD and Law of Sea.

From 1980 to 1983, Mr Koike was the Permanent Representative of Japan to ESCAP and Councillor of the Japanese Embassy in Thailand. From 1988 to 1990, Mr Koike was Minister of the Japanese Embassy in Malaysia.

While Mr Koike was Japan's Ambassador for Global Affairs between 1990 and 2000, he visited many countries in South and East Asia and held consultations and gave lectures.

SHRESTHA, Tej Kumar (Nepal)

Current employment and position/title:

Professor of Zoology, Tribhuvan University, Nepal

Experience in fields of concern to IUCN:

Dr Shrestha has a PhD in Fisheries and a D.Sc in Wildlife Ecology and Behaviour. He is active in research and teaching programmes with Tribhuvan University in Kathmandu and the Nepal Academy of Science and Technology (NAST).

He has published many books on wildlife ecology and biodiversity including "Wildlife of Nepal" and many research papers in national and international journals and made over 200 personal presentations at conferences.

He has been the Head of the Central Department of Zoology at Tribhuvan University and was a member of the University's Senate. He was recently awarded the E.P. Odum Gold Medal by the International Society for Ecological Communication.

He has been elected as a Fellow of the Linnean Society of London, Fellow of the Zoological Society of London and a Chartered Biologist with the Institute of Biology in the UK. All of these conservation oriented organizations are linked directly and indirectly with IUCN activities.

Particular qualifications to be a Regional Councillor:

Dr Shrestha has wide experience in conservation and communication issues and understands IUCN's policies, programmes and activities very well. He is a Professor of Zoology and has teaching experience in Biodiversity and Wildlife Ecology.

Professor Shrestha has worked as a consultant and team leader in environmental assessment for major hydropower projects in Nepal. He has managed training activities of zoologist and professional environmentalists.

He is a member of IUCN's Species Survival Commission and has served on the Freshwater Fish, Amphibian and Reptile, Cetacean and Crocodile Specialist Groups.

He possesses a keen interest in all aspects of environmental education and training and is fluent in English and Nepali. He has good interpersonal skills and good contact with IUCN member organizations and has also given personal inputs to the Nepal Government and INGOs on biodiversity conservation programmes. If selected to serve IUCN as a Regional Councillor, Dr Shrestha will prove his worth.

TABUCANON, Monthip Sriratana (Thailand)

Current employment and position/title:

Director General, Department of Environmental Quality and Promotion, Ministry of Natural Resources and Environment, Thailand

Experience in fields of concern to IUCN:

Dr Monthip Sriratana Tabucanon is currently Director General of the Department of Environmental Quality Promotion, Ministry of Natural Resources and Environment of Thailand.

She previously held key positions at the Ministry as Deputy Permanent Secretary, Inspector General and Director General of the Pollution Control Department, among others. She was leader of several environmental cooperation and capacity building projects in Thailand, including the establishments of the Environmental Research and Training Centre, which was a Thailand-Japan bilateral project, and of the Asia-Europe Environmental Technology Centre, which was an Asia-Europe multilateral project.

Dr Tabucanon serves on the Boards of the Stockholm Environment Institute (SEI), the Institute of Global Environment Strategies (IGES), the United Nations Centre for Regional Development (UNCRD) and several international organizations including serving as Regional Councillor for South and east Asia of IUCN, International Union for Conservation of Nature.

Particular qualifications to be a Regional Councillor:

Dr Tabucanon was first elected as Regional Councillor for South and East Asia at the IUCN World Conservation Congress in Bangkok, Thailand, held in November 2004.

During her current tenure, she assumed a leadership role in establishing the IUCN Task Force on Gender and Biodiversity, serving the Task Force as Chair. She is also very instrumental in the organization of the Task Force's activity in conjunction with the IUCN WCC taking place in Barcelona this year.

She has represented IUCN in various international gatherings including a presentation at the UN Commission on Sustainable Development held in New York in May 2006.

Dr Tabucanon possesses strong academic qualifications, with a doctorate in Urban Engineering from the University of Tokyo, a Master's Degree in Environmental Technology and Management from the Asian Institute of Technology, a Bachelor's Degree in Chemistry from the Mahidol University in Thailand. She has

also attended classes from prestigious universities in the US on environmental leadership (Yale University), on governance (Harvard University Kennedy School of Government) and on corporate leadership (Northwestern University Kellogg School of Management).

Dr Tabucanon has been active both nationally and internationally on issues concerning the environment and conservation of nature. In this connection, she has received various honorific awards from the US Environment Protection Agency, the Thai Government and Prince Songkhla University with an honorary doctorate. Finally, she has received a Royal decoration from the King of Sweden.

ULLAH, Mahfuz (Bangladesh)

Current employment and position/title:

Secretary General, Centre for Sustainable Development, Bangladesh
Chair, Bangladesh National Committee of IUCN

Experience in fields of concern to IUCN:

Mr Mahfuz Ullah, current Chair of the Bangladesh National Committee of IUCN, has actively participated in all the regional and international fora of IUCN. During his participation, he has actively interacted with other members of the IUCN, raised the issue of small countries' interest in the area of environmental conservation, presented papers and made interventions and statements. He has actively contributed to the formation of the proposed Asia Regional Committee of IUCN as one of the members of the organizing committee.

Under his leadership, the Bangladesh National Committee of IUCN has received formal recognition by the IUCN Council in 2003.

Particular qualifications to be a Regional Councillor:

Mr Ullah has to his credit a brilliant academic record and professional experiences, which fits him well as a Councillor of IUCN. He has worked for different organizations at national and international levels, which is an essential requirement for serving IUCN as a Regional Councillor. Given his association with the print and electronic media, he is a familiar name in Bangladesh and has access to policy planning levels.

If elected, he would be in a position to contribute more actively in furthering the mission of IUCN and elevating its image in the region. His election would contribute to selecting those developing and least developed countries that need support from the international community in their march forward.

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – WEST ASIA

AL-HAJARI, Saif Ali (Qatar)

Current employment and position/title:

Vice Chairperson, Qatar Foundation

Experience in fields of concern to IUCN:

Dr Al-Hajari is a PhD holder in the field of Geology and the Founder and Chair of Friends of the Environment Centre. He is also the holder of a number of environmental awards and a member of several national, regional and international environmental organizations including, but not limited to IUCN, Birdlife International and the Arab Network for Environment and Development.

Particular qualifications to be a Regional Councillor:

Dr Al-Hajari is the Chair and/or member of more than 40 organizations related to universities, schools, the handicapped, music, sports and environment. His diverse knowledge and experience has gained him the trust of Qatar leaders and the environmental players in the West Asia Region, making him a strong nominee for Regional Councillor of IUCN.

AL-MOHANNA, Abdul Aziz Mohammad (Saudi Arabia)**Current employment and position/title:**

Director General, Department of Research and Studies, National Commission for Wildlife Conservation and Development (NCWCD), Kingdom of Saudi Arabia

Experience in fields of concern to IUCN:

- Director of Information Centre, NCWCD (1990–1998)
- General Director of Wildlife Research and Studies, NCWCD (1999–present)
- Member of a number of national committees on biodiversity and protected areas
- Member of a number of national environmental societies (NGOs)
- Guides and manages Saudi Arabian wildlife national and international exhibitions
- Supervises the production of conversation educational materials at the NCWCD (leaflets, brochures, posters, etc.)
- Clearing House Mechanism – Convention on Biological Diversity focal point in Saudi Arabia

Particular qualifications to be a Regional Councillor:

He has been cooperating with a number of establishments in the region and has good contacts with many IUCN members in the region.

ASEM, Samira Omar (Kuwait)**Current employment and position/title:**

Senior Research Scientist, Division Director/Food Resources and Biological Sciences Division, Kuwait Institute for Scientific Research (KISR)

Experience in fields of concern to IUCN:

- Chairperson of the IUCN National Committee of Kuwait, 2008
- External Reviewer to IUCN as a representative of KISR key member of IUCN, 2007
- IUCN National Coordinator in the State of Kuwait since 2004
- Regional IUCN representative and Chairperson of Kuwait Institute for Scientific Research Delegate to the IUCN World Conservation Congress, Bangkok, Thailand, 17–25 November 2004
- Participated in the West Asia, Central Asia and North Africa (WESCAN) 5th Regional Conservation Forum, Amman, Jordan, April 5–7, 2004
- Consultant to IUCN in the International Technical Review Committee for Oil Production and Mining Protected Areas, Montréal, Canada, May 3–5, 2002
- Presented two papers at the Fourth Regional IUCN Conservation Forum for West/Central Asia and North Africa (WESCAN), held in Kuwait during the period 13–17 September 2002
- Member of the Species Survival Commission (SSC), IUCN (International Union for Conservation of Nature) since 1999
- Observer at the IUCN World Conservation Congress, Montreal, Canada, 13–23 October 1996
- Regional IUCN representative at the “Riyadh Conservation Forum”, Riyadh, Saudi Arabia, 1–4 October 1995
- Member of the World Commission on Protected Areas (WCPA), IUCN (International Union for Conservation of Nature) since 1994

Particular qualifications to be a Regional Councillor:

Dr Samira Omar Asem has been working for the Kuwait Institute for Scientific Research (KISR) since 1973. Currently, she is a Senior Research Scientist working as the Director of Food Resources and Biological Sciences Division. Dr Omar attained her PhD in Wild Land Resource Sciences from the University of California, Berkeley in 1990, MSc in Range Management from the University of California, Berkeley, and BSc in Botany and Chemistry from Kuwait University.

Dr Omar Asem has more than 30 years' experience in management and leadership in research and development (R&D) related to biodiversity conservation, agriculture and environment. She has research experience in monitoring and assessment of desert ecosystems, inventory of natural resources, desertification control, rehabilitation of degraded lands, wildlife conservation and management, revegetation of aridlands, protected areas, aerial livestock census, and sustainable land-use planning.

In her capacity as Director for the Food Resources and Biological Sciences Division at KISR she has been responsible for R&D of three programme elements/Departments namely: the Aridland Agriculture and Greenery, Aquaculture Fisheries and Marine Environment, and Biotechnology. The main activities in the division are related to the following areas of research: fisheries, aquaculture, oceanography, biotechnology, tissue culture, genetic engineering, soil remediation, food safety, food nutrition and production of livestock, poultry and crop plants, soil science, natural renewable resource management and environmental greenery.

Dr Omar has national, regional and international recognitions and has been affiliated to many local and international organizations. She has published 26 journal papers, 80 books, proceedings and 103 technical reports. Dr Omar has participated in 76 local, regional and international conferences, and provided consultations to local, regional and international organizations.

Dr Omar Asem has been an active member in IUCN and provided support to the IUCN Programme at the local and regional levels. She participated in the preparation of Chapters 6, 7 and 9 of the Fourth Global Environment Outlook Report (GEO-4) published by UNEP.

DARWISH, Ali H. (Lebanon)**Current employment and position/title:**

President of Green Line Association, Lebanon

Experience in fields of concern to IUCN:

- Current Chair of National Committee for Lebanon (2003–present)
- Regional Councillor for West Asia, IUCN (2004–2008)
- Vice Chair for West Asia Commission on Economic Environmental and Social Policy
- Active member within the West Asia membership of IUCN since 1998
- Participated in all regional IUCN fora and members' meetings since 1998
- Active in nature conservation and sustainable livelihoods in Lebanon
- Main promoter and implementer of ecological assessment of the war on Lebanon in 2006 and 2007 with technical support from CEESP
- Member of the International Planning Committee for Food Sovereignty (IPC)
- Expert in sustainable agriculture and agroecology
- Coordinator for IUCN Council for implementation of GMO Moratorium Resolution

Particular qualifications to be a Regional Councillor:

- Advisor to several national, regional and international organizations in the fields of sustainable agriculture and community development
- Long term experience in the environmental and development problematic in West Asia
- NGO focal point for West Asia in the International NGO/CSO Planning Committee on Food Sovereignty
- NGO focal point in the Steering Committee of the Global Forum on Agricultural Research, GFAR

JABBAR, Javed (Pakistan)

Current employment and position/title:

Chairman and Chief Executive, J.J. Media (Pvt.) Ltd. and Project One (Pvt.) Ltd.

Experience in fields of concern to IUCN:

- Advocacy and mass communication: the candidate has written and directed the international award-winning documentary film: "Moen-jo-Daro: the city that must not die" in 1973 to increase awareness about the ecological dimensions of the Indus Valley civilization. He also wrote and directed Pakistan's official film titled "Habitat: Pakistan" for the UN Habitat Conference, Vancouver, 1975. Over the past 4 decades, the candidate continues to write for print media and present programmes on electronic media to promote environmental concerns.
- Education of youth and public orientation: in addition to regular lectures at universities, colleges and public forums, the candidate also wrote and presented on screen a series of 45-minute lectures on several aspects of global environmental conditions and Pakistan's National Environmental Policies for the distance-learning-based Virtual University of Pakistan on 2 TV channels, 2005–06.
- Formulation of public policy: as a member of the Senate of Pakistan (1985–91), candidate was the only Parliamentarian to serve as a member of the Steering Committee for the preparation between 1987 and 1991 of the National Conservation Strategy of Pakistan launched in 1992. As a member of civil society, the candidate contributes regularly to discourse on policy and programmes.
- As a member of Parliament and as Federal Minister in 3 Cabinets of Pakistan, the candidate actively supported public policy and programme formulation in environmental fields.
- Voluntary work at grass-roots level: as founder and co-founder of two development organizations that presently (in 2008) work with over 1600 communities throughout Pakistan and as co-founder of reputed think-tanks, the candidate possesses direct, hand-on experience of work on ecological issues at the grass-roots level and at the research and analytical levels.

Particular qualifications to be a Regional Councillor:

- Demonstrated commitment through practical action over a period of about 35 years in diverse fields towards promoting environmental values and practices
- Ability to organise people and resources towards advocacy for, and achievement of aims, programmes and projects related to the environment
- Experience as member of IUCN for over 20 years, as Chairman of the Pakistan National Committee of IUCN for 4 years helped expand IUCN membership and impact, promote IUCN's role
- As Regional Councillor (West Asia) and as Vice President of IUCN for 4 years, attended all Council meetings and participated actively in all sessions, served as member of the Programme Committee and the Membership Committee
- Attended all Regional Conservation Forums in West Asia and South/East Asia and facilitated regional issues
- Served as Chair of the Council Working Group on the clarified brand name and new logo
- Ability to articulate IUCN's vision, mission and policies at global, regional, national and local levels

SHAHBAZ, Mohammad (Jordan)

Current employment and position/title:

Jordan Badia Research and Development Centre (BRDC)

Experience in fields of concern to IUCN:

- MSc 1983, Industrial Waste Water Treatment, Queens University of Belfast
- 1983–1991, Head of Water Protection Division, Dep't of the Environment, Jordan
- 1992–1995, Assistant Director, Environment Sector, The Higher Council for Science and Technology
- 1995, Director, Jordan Badia Research and Development Programme (BRDP)
- 2003, Coordinator, Jordan National Committee, IUCN
- 2005, President, Jordan Badia Research and Development Centre (BRDC)
- 2007, Chairman, West Asia Regional Committee (WARC)

Particular qualifications to be a Regional Councillor:

Mr Shahbaz's experience in the field of IUCN will enable him to represent and serve IUCN very well as a Regional Councillor

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – OCEANIA

GIBSON, Lionel (Fiji)

Current employment and position/title:

Deputy Executive Director and Governance Programme Manager, Foundation of the Peoples of the South Pacific International

Experience in fields of concern to IUCN:

- Environmental conservation
- Sustainable Development
- Community Development
- Environmental Policy

Particular qualifications to be a Regional Councillor:

- Experience in environmental conservation at national and regional level in Oceania, as an academic for 15 years at the University of the South Pacific and in national and regional NGOs
- Conducted sustainable development research on areas such as climate change, environmental education, and natural resource governance in the Pacific Islands
- Member and past Chair of the Regional Roundtable for Nature Conservation in the Pacific Islands

MACKEY, Brendan (Australia)

Current employment and position/title:

Director, ANU WildCountry Research and Policy Hub
The Australian National University (ANU)

Experience in fields of concern to IUCN:

Expertise and experience in the fields of natural heritage, biodiversity conservation and the application of ethical principles to environmental policy and law. Professional experience in addressing problems associated with conservation and sustainable development in a wide range of settings.

Particular qualifications to be a Regional Councillor:

Worked to promote an integrated view of the environment that cares for people and nature. Experience working with governments at all levels, international processes, the private sector, and across civil society – including environmental and social justice NGOs, along with faith traditions.

Brendan has worked on environmental and nature conservation issues in Australia, Papua New Guinea, Indonesia, Thailand, Canada, USA, Russia, South Africa and Uganda. Through his work with the IUCN and the Earth Charter initiative, he has extensive experience with international fora and cross-cultural dialogue.

Brendan is a member of CEL and WCPA. He currently co-chairs the Ethics Specialist Group within CEL. He is very familiar with the IUCN decision-making and policy-setting process.

SHAND, Diane Rosemary (New Zealand)

Current employment and position/title:

National Programme Manager of Communities for Climate Protection – New Zealand
Programme for ICLEI – Local Governments for Sustainability – Oceania

Experience in fields of concern to IUCN:

Diana Shand is a strong advocate for conservation, climate change responses and sustainable development, working at a community level. She has worked in community organizations for many years particularly on environmental and planning and also human rights and sustainable development issues. She has a distinguished record as a champion of the environment and has worked with and for both government and nongovernmental agencies. She has served as a government appointed Human Rights Commissioner (1983–1987) and as an elected regional councillor in local government in New Zealand, dealing with environmental and resource management.

Since 2004, she has served one term on the IUCN Council as an elected Oceania Regional Councillor where she is active in promoting Oceania action on both mitigation of and adaptation to climate change, Antarctica and invasive species issues. She is serving as Deputy-Chair on the Policy and Programme Committee. She has attended all Council meetings and reports regularly and diligently to the New Zealand IUCN National Committee.

Diana has served 15 years in local government as a councillor on the Canterbury Regional Council, being that part of local government dealing with environmental planning and regulation for natural and physical resources. During this time Diana worked at length on biodiversity, water, land management, air, energy, coastal and transport issues. She chaired a number of committees and consent hearings, held the regional land transport portfolio for many terms, and became Deputy-Chair of the Council.

She was a member of the New Zealand Government delegation to UNCED in Rio de Janeiro in 1992, being one of two nominated by the NGO sector.

Since leaving local government in 2004, Diana has been employed as National Programme Manager of Communities for Climate Protection – New Zealand Programme for the ICLEI Oceania. (ICLEI International has collaborated with IUCN on a Local Action for Biodiversity Project).

Diana comes from a rural highcountry upbringing, has an MBA from McGill University and has worked as a business and marketing consultant. She has also been employed as a lecturer at Canterbury University and Christchurch Polytechnic as well as in the private sector. She has wide-ranging networks particularly in New Zealand and is dedicated to IUCN principles.

Particular qualifications to be a Regional Councillor:

As a current Regional Councillor, Diana Shand has shown herself to be diligent, organised, good at working with other members of Council and keeping in touch with members in Oceania and with Commission members. She has worked well in the team of Council and has been prepared to take on extra tasks.

She has extensive experience in a variety of positions nationally and has worked at an international level as well.

She understands the role of a governance board that sets policy, minds finances, raises the profile of issues and raises money.

Her experience in government, local government and non-government community level work, her current role of helping communities to respond to climate change and her good relations with both the NGO sector and the government sector make her ideal to the task facing her.

She has participated well in the Oceania Regional meetings and has good relations within it and with Commission members.

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – EAST EUROPE, NORTH AND CENTRAL ASIA

AMIRKHANOV, Amirkhan (Russia)

Current employment and position/title:

Acting Director, Department of the State Environmental Policy in the Ministry of Natural Resources of the Russian Federation

Experience in fields of concern to IUCN:

Dr Amirkhan Amirkhanov started his nature conservation activities in 1978 as a Scientific Director in North-Ossetian State Nature Reserve. In 1992 he joined the Ministry of Ecology and Natural Resources of the Russian Federation. From 1993 to 2000 he occupied the position of Deputy Minister and Deputy Chair of the Russian State Environmental Administration.

Since 2002, Dr Amirkhanov has been working as Deputy Director, Director and Acting Director of the Department of the State Environmental Policy in the Ministry of Natural Resources of the Russian Federation.

Dr Amirkhanov was the Director of the largest investment project in Russia, the “Biodiversity Conservation in the Russian Federation” (1996–2003). This project developed the first National Report, the National Strategy and the Action Plan for Biodiversity Conservation in the Russian Federation. The project has been one of the largest nature conservation projects in Europe financed by the GEF and the only project of that kind which was successfully completed in the Russian Federation under the control of a federal agency (the Ministry of Nature of Russia, the State Committee for Ecology of Russia, the Ministry of Natural Resources of Russia). The final documents of the project are being disseminated by the World Bank and have been recommended for international organizations to use as an example to follow when new projects for Russia are designed.

Currently Dr Amirkhanov is a National Director of the project “Biodiversity Conservation in the Russian Part of Altay-Sayan Ecoregion”.

The largest Russian fora, conferences and other activities designed to strengthen and unite the potential of State agencies, public and the private sector for biodiversity conservation have been organized with Dr Amirkhanov’s participation (All-Russia Congresses on Nature Conservation 1995, 1999, 2003, the national Forum on Biodiversity Conservation in 2001, etc.)

Dr Amirkhanov, being the National Coordinator, provided sufficient input into addressing the environmental challenges for the Caspian Sea preservation. He was a manager and an active proponent for drafting the international convention “On Conservation of Sea Environment of the Caspian Sea” endorsed in November 2003 and he actively participated in several international and Russian national projects on the Caspian Sea.

Dr Amirkhanov is one of the most respected and authoritative experts in nature conservation, all his life his work has been focused on the major issue of nature conservation.

Given his many years of fruitful labour, Dr Amirkhanov was granted a title of Honoured Environmentalist of the Russian Federation (by the Decree of the President of the Russian Federation in 2003). He is also honoured with the medal “850 Anniversary of Moscow”, honoured diplomas of IUCN – The World Conservation Union, Russian Ecological Union, All-Russia Society for Nature Conservation and other international and non-governmental organizations, as well as the ones of the State Committee for Ecology of Russia and the Ministry of Natural Resources of Russia.

Particular qualifications to be a Regional Councillor:

Dr Amirkhanov is well known to the IUCN family and familiar with IUCN's activities. In 1993, when he was a Deputy Minister, he took part in negotiations with IUCN to increase IUCN activities in the region and the opening of an office in Russia. From 1994–2000 he was twice elected as IUCN Regional Councillor during which time he contributed greatly to promoting IUCN's mission in the region and supporting the work of IUCN members and Commissions.

In 1998 Dr Amirkhanov took an active role in establishing the Russian National Committee for IUCN and since its establishment has been the Committee's Chair.

Dr Amirkhanov has extensive international experiences on the nature conservation policy and management scene. Since 1994, Dr Amirkhanov has taken an active part and provided contributions to nearly all major IUCN fora, including WCCs and regional IUCN members meetings.

Dr Amirkhanov is a well-known and highly respected person in both international policy and nature conservation management circles. He has a long record of engagement with the work of different international organizations (IUCN, European Commission, European Council, Arctic Council, UNDP, UNESCO, World Bank, etc). He also is actively involved in bilateral nature conservation activities with a number of states and the European Commission.

Dr Amirkhanov has experience in national and international environmental policy development and implementation and meets all criteria to be a candidate for election of IUCN Regional Councillor. If elected, Dr Amirkhanov will be in a position to provide valuable contribution to IUCN and its members.

KISZEL, Vilmos (Hungary)

Current employment and position/title:

President of the Board of Trustees, CEO of the Göncöl Foundation

Experience in fields of concern to IUCN:

Studies: As a graduated astronomer, he researched changes of planetary atmospheres and this became important with respect to climate changes on the Earth. He later studied biology and geo-sciences and worked in a research team with Prof. T. Gánti on Chemoton Theory on origin of life on the earth.

Social sciences: Worked for seven years in the Hungarian Institute of Culture, learned and experienced sociology, adult education, negotiation, conflict resolving, minority and equity problems.

Research team leader: practiced for two decades. Main programmes were on nature field inventories, database and evaluations, including five-parameter classification of natural habitats, ecological networks and sustainable land-use planning in the broad surroundings of the Danube Bend.

Spatial planning: with stakeholder participation and plans for environmental conflict management, applying adult education tools on international water bodies, aquifers, trans-boundary areas.

Involvement in codification: Worked on Law 1989 I. of Associations, chaired National Committee of Law 1995. LIII. of Environment. Meantime, he learned law and was involved in legal cases.

Administrative leader: Involved in NGOs since 1970 and as administrative leader in NGOs since 1987. Presently, he is the CEO of the Göncöl Foundation and Chair of the Hungarian National Committee of the

IUCN. Furthermore, he has experience in state administration (Secretary of Sciences at the National Institute of Culture).

Public engagements: Member and/or officer within several social organizations, member or chair of different boards, and organises conferences and workshops. Has worked voluntarily for decades with the National Council of Environment, IUCN/HNC and CEL, EEAC, ESDN, UNEP/Biodiversity MEAs.

Particular qualifications to be a Regional Councillor:

International experience: foreign studies (1977 France, 1996 USA), international projects (River Watch Network, Practical Guide to Partnership, Danube programmes, ecological networks), membership (IUCN/CEL, EEAC, ESDN, Ipoly Euroregion), conferences and workshops (participant, presentations, chairing), foreign language works (5 reports, 7 publications, 1 book).

IUCN policy: Impact on IUCN policies: motion to put natural resources into mission statement at the 1994 Buenos Aires General Assembly, initiating governance taskforce in 1995 Bristol, recalled in 2000 Amman WCC, motion to change reporting status of the DG 1996 Montreal WCC, highlighting internal communication issue in 2004 at Bangkok WCC, standing proposal on Structural Reform of IUCN 2006 Den Hague.

Governance experience: Has served on the boards of different national and international NGOs since 1974. He was Chair of the National Council on Environment of Hungary from 2004–2006.

Conservation, equity and justice: He has been working for conservation since 1978. Main achievements of Göncöl are in the fields of environment, culture, legislations and trans-frontier issues.

Global view of the IUCN: He knows many IUCN members in person and “in situ”, has broad knowledge of IUCN as organization, its bylaws and policies which he shares and supports in practice.

Sustainable Development: He has produced several publications, policy papers and facilitated debates on Sustainable Development as Chair of the National Environment Council and member of EEAC and ESDN.

Language skills: He has broad work experience in English which he has been using for the past two decades. He also works in French and has knowledge of Slovak.

Personal services: He is willing to serve and commit time to IUCN and not serve as representative of any other organization, thereby avoiding any conflict of interest.

Institutional support: His employer, the Göncöl Foundation will provide his time, the necessary office space and services to operate should he be elected as IUCN Regional Councillor.

MILOSEVIC, Jasminka (Serbia)

Current employment and position/title:

Director of Environmental Department in the consulting, engineering and design company FIDECO doo, Belgrade, Serbia (Member of Tahal Group – member of Kardan Group).

Experience in fields of concern to IUCN:

Ms Jasminka Milosevic has more than 15 years extensive experience in evaluation and designation of protected areas (PAs), development of national PA systems, planning in PAs, sustainable management of PAs, development of transborder cooperation and facilitation in establishing transboundary PAs, and financing of PAs.

She has over 20 years experience in sustainable use of natural resources, species and ecosystem diversity with the focus on medicinal plants and wetlands. Furthermore, she has long experience (over 20 years) in environmental education and communication in different media to various target groups.

During the past 13 years, she has been involved with the development of biosphere reserves, development of local, regional and national environmental (nature conservation, biodiversity included) policies, EU and local environmental legislation, Man and the Biosphere and World Heritage programmes, conventions related to environmental issues, nature conservation and generally environmental issues in the region, networking and close cooperation with NGOs and state administration.

Particular qualifications to be a Regional Councillor:

Ms Milosevic has proved herself over the last 10 years actively participating as a WCPA member and closely cooperating with CEC.

She introduced IUCN categories into national classification during the process of PAs designation. She was also part of the initiative to launch the SEE IUCN office. Her achievements are visible in establishing the first Biosphere Reserve (BR) in Serbia, building and planning the network of BRs at the national and regional level. She was a part of the regional MAB initiative on transboundary BRs.

Ms Milosevic organized and participated in number of trainings for PAs officials, managers, decision makers, journalists, and an international camp for young specialists. She personally translated a number of IUCN documents into local languages. She encourages exchange of specific experiences and active participation in numerous WCPA, CEC and IUCN conferences, workshops, working groups and transferring to the local and national level.

She has experience in fundraising.

Ms Milosevic has good knowledge of IUCN operations and close cooperation with the SEE IUCN office, excellent interpersonal skills and she has proved to be a very dedicated and hard working, highly experienced team worker and team leader. She is well established in the community and has good relations with NGOs and state administration in the region.

She is permanently advocating for membership in Commissions and IUCN, developing a wide network of conservationists and policy makers in the region.

Ms Milosevic is successfully promoting nature conservation and cooperation with other international organizations, taking an active role in the work of EUROPARC Federation, WWF International Danube Programme, Regional Environmental Centre, EURONATUR, etc.

She is fluent in English and several regional languages.

SEPP, Kalev (Estonia)

Current employment and position/title:

Professor of Landscape Management and Nature Conservation at the Estonian University of Life Sciences

Experience in fields of concern to IUCN:

Prof. Kalev Sepp's research and publications focus on evaluating the human impact on agricultural landscapes, landscape functions, methodological approaches for landscape and biodiversity monitoring, applying the concept of ecological networks in spatial planning and using a concept landscape functions in environmental management.

Prof. Sepp has published more than 80 scientific articles and has worked and studied in several international institutions including the Central European University (CEU), University College London (UCL), the International Institute for Applied System Analyses (IIASA) and the University of Brighton.

He has participated in European scientific programmes of FP V, FP VI and VP VII such as AEMBAC, IDARI, MANTRA-EAST, SENSOR, ALTERNET and Ebone.

He is an expert in the EC Programme Committee "Global Change and Environment" and was until recently, active as an expert of the Landscape Convention and is a member of the Committee of Experts for the European Ecological Network at the Council of Europe.

He was a member of the Scientific Council of the European Centre of Nature Conservation (IUCN member).

He has provided expert advice to the Estonian Ministry of Agriculture with regard to the development of the Rural Development Programme (landscape issues) and to the Estonian Ministry of Environment on several environmental issues (Estonian Environmental Strategy, Environmental Action Plan).

Particular qualifications to be a Regional Councillor:

Kalev Sepp has extensive international experience in the nature conservation policy and management scene.

He is a Regional Councillor of IUCN - The World Conservation Union for the period of 2004–2008 and serves as Vice-Chair of the Scientific Commission on Ecosystem Management (IUCN CEM).

He served and continues to provide assistance, as a Senior Scientific Adviser and expert for IUCN, in the framework of IUCN's GreenBelt Programme and in the IUCN 'Countdown 2010' Working Group. He has published two books under a series of IUCN publications.

He is a well-known and highly respected person in both scientific and nature conservation management/policy circles. He has a long record of engagement with the work of different international organizations (IUCN, European Commission, European Council, IIASA, ECNC, CEU) and has co-ordinated several projects of these organizations.

He has been active at the forefront of political development with regard to priority areas of IUCN (education, membership policy, ecosystem management, ecological networks, nature conservation management, etc).

He has the desired balanced experience of the interface between nature conservation research and practical implementation. If elected as Regional Councillor of IUCN, Prof. Sepp's work will prove to be of value for the future development of IUCN.

VOLOŠČUK, Ivan (Slovakia)

Current employment and position/title:

- University Professor of Forest Ecology for PhD degree at Technical University Zvolen
- President of Association of Carpathian National Parks – ACANAP
- Chairman of the Slovak Association of National Parks and Protected Areas
- Chair of the Slovak National Committee for IUCN

Experience in fields of concern to IUCN:

As a former IUCN Councillor (2000-2004), Prof. Vološčuk has long and extensive experience in evaluation, monitoring, research, management and development of national and international protected areas. As a President of the Association of Carpathian National Parks (1992- till present), he has long experience in international cooperation and coordination of the IUCN strategy and concept implementation.

Prof. Vološčuk represented IUCN at several international conferences and symposia. As a Chair of the Slovak National Committee for IUCN, he attended conferences in Europe, Asia, Africa and America. Prof. Vološčuk is well known in the IUCN family.

Prof. Vološčuk is a Slovak national expert for the UNESCO World Heritage Convention. His proposal for nomination of the Carpathian Primeval Beech forests in Slovakia and Ukraine was successfully finished in July 2007, when the UNESCO World Heritage Commission in New Zealand listed the Carpathian Primeval Beech Forests on the World Heritage List.

Prof. Vološčuk, as a University Professor and former Dean (1999–2003) of the Faculty of Ecology and Environmental Sciences of the Technical University in Zvolen, has long experience in environmental and ecological education. During the last 16 years, he has successfully coordinated sustainable development in the Tatra Biosphere Reserve.

He is a Vice-Chair of the Slovak National Committee for UNESCO Programme, Man and the Biosphere (MAB).

Particular qualifications to be a Regional Councillor:

International experience:

In 1992 Prof. Vološčuk established the international organization - The Association of Carpathian National Parks and Biosphere Reserves. He is editor of the international journal CARPARHI (in English) and author of several books, articles and contributions presented at the international nature conservation conferences.

Prof. Vološčuk organised international research expeditions to Ukraine and has attended workshops in USA, France, Germany, Italy, Hungary, Poland, Russia, Australia, Thailand etc.

Prof. Vološčuk attended and actively participated in discussions at the World Parks Congresses in Caracas 1992 and Durban 2002. He attended the IUCN World Congresses in Buenos Aires (1994), Montreal (1996), Amman (2000) and Bangkok (2004).

Governance experience:

Prof. Vološčuk was Director of the Tatra National Park (1990–1995), General Director of the Slovak National Parks (1996–1998), Dean of the Faculty of the Technical University (1999–2003). He has been on the board of different national and international organizations.

Conservation, equity and justice:

Prof. Vološčuk has been working for nature conservation since 1973. The main achievements of the Association of the Carpathian National Parks are in the fields of management, research, monitoring and sustainable development as well as in environmental education, culture and legislations.

Global view of the IUCN:

As a Chair of the Slovak National Committee for IUCN and former IUCN Councillor, Prof. Vološčuk is familiar with the IUCN family worldwide and has broad knowledge of IUCN. He is member of both WCPA and CEM.

As a University Professor, Prof. Vološčuk has prepared several ecological and environmental publications and policy papers. He is successfully promoting international cooperation with EUROPARC Federation, WWF and in 1992 he was awarded the WWF Gold Medal for international nature conservation in the former political system. He is also involved in the International Danube-Carpathian Programme, Regional Environmental Centre, EUROSITE, etc.

Prof. Vološčuk has language skills in English, French, Russian, Ukrainian, Hungarian and Polish.

CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – WEST EUROPE

DE IONGH, Hans (Netherlands)

Current employment and position/title:

Head, International Co-operation, Netherlands National Committee for IUCN

Experience in fields of concern to IUCN:

Hans de longh has been a member of the Board of the Netherlands Committee for IUCN since 1987 and has been a Chair of the Committee between 1990 and 2000 and a Vice Chair from 2000 until 2003.

Since 2003, he has been a member of the Supervisory Board of IUCN NL and Biodiversity Advisor to the daily board.

Mr de longh is a member of the IUCN Species Survival Commission, especially the Sustainable Use Specialist Group, the Sirenia Specialist Group and the Cat Specialist Group. He is also a member of the African Lion Working Group, which is affiliated with the Cat Specialist Group, and he has contributed to the Ecosystem Management Group for several years.

He is a member of the Netherlands CITES Commission, Chair of the Van Tienhoven Foundation and member of an Advisory Group to the Ministry of LNV on Red Lists in the Netherlands.

He has been active in the development of harmonization of Red Lists in Europe and he has contributed to and initiated several National Conservation Strategies for threatened species.

Particular qualifications to be a Regional Councillor:

Hans de longh has long standing experience with IUCN and the IUCN network, through his Chairmanship of the National Committee between 1990 and 2000 and as Vice Chair from 2000 until 2003. During this period the National Committee was successful in raising funds from the Netherlands Ministry of Foreign Affairs for a small grant window on tropical forests, which has formed the basis for a very strong development of the Office of the National Committee to its present form and size.

During his Chairmanship, Mr de longh has represented the National Committee during General Assemblies and World Conservation Congresses, has chaired meetings of the National Committee, has contributed to European meetings of National Committees and has organised and initiated several international and regional seminars and conferences, a Conference on International Environmental Security in the Peace Palace of the Hague, a European seminar on the harmonization of Red Lists and several workshops on Conservation Strategies for elephant, lion wild African dog and dugongs.

Hans de longh remains a very active member of the IUCN and participates in activities of the Species Survival Commission.

LEFEBVRE, Christophe (France)

Current employment and position/title:

- Delegate of the North Sea-Channel Coastline Conservatory
- Responsible for international relations with IUCN

Experience in fields of concern to IUCN:

Christophe Lefebvre has 25 years' experience in the conservation of the French coastline.

He has been involved in European and international affairs of the Coastline Conservatory since 1985. He is one of the founders of the EUROSITE Network and he was the Secretary of the network for ten years. He was President of the French Committee for IUCN from 1998 to 2005; he was a member of CEESP from the Montreal Congress until the Amman Congress.

He is currently President of the *Conseil National de protection de la nature* (National Council for the Protection of Nature) in France. He is also one of the founders of the recently created (2006) National Agency for Marine Protected Areas.

Particular qualifications to be a Regional Councillor:

Christophe Lefebvre has visited more than 80 countries, both in his capacity as an expert on coastal areas, and as a member of delegations to Conferences of Parties to conventions (Ramsar and Biodiversity).

In 1998, he participated in a Ramsar Convention initiative, through the implementation of the “act of the mountain to the sea for the protection of the resource and the quality of water” (sic.), supported by the Evian-based Danone Group.

He is a university professor and works in the field; he also participates in several European and international policy, scientific and technical working group networks.

Thanks to his varied experience he is in a position to make a very valuable contribution to the IUCN Council.

VON WEISSENBERG, Marina (Finland)

Current employment and position/title:

Senior Adviser, Ministry of the Environment of Finland

Experience in fields of concern to IUCN:

Marina Von Weissenberg has been Chair of the Finnish National IUCN Committee since 2002 and before that the Secretary of the National IUCN Working Group (1996–2001).

She has experience in the work of IUCN in Finland where the aim is to act as liaison group between IUCN members and the Secretariat, enhance cooperation and inform Finnish public on IUCN, prepare Finnish participation in the IUCN Congresses, and exchange national views and support participation in IUCN Commissions (especially WCPA, SSC, CEC, CEL).

She has experience of implementing policies with regard to conservation and sustainable use of biological diversity through being the Secretary of the National Commission for Biological Diversity in Finland since 1996. The Commission for Biological Diversity drafted the National Strategy and Action Plan for Biological Diversity in Finland (1997–2005). The New NBSAP 2006–2016 for Finland was approved by the Council of State in December 2006.

The work of IUCN in Finland: To act as a group of specialists and liaise between the Finnish members (government and non-governmental organizations), exchange views between the Nordic IUCN members and European members, prepare inputs and views, convey national initiatives (website), and give inputs and comments to IUCN, and to organise seminars and workshops, by inviting IUCN specialists in the IUCN field of work to Finland.

Key achievements: Conducted negotiations between Ministry of Foreign Affairs and IUCN on partnership, co-hosted several WCPA meetings in Finland, co-financing of MPA seminars in Finland, National Committee website with topical issues raised, cooperation initiated between Nordic NCs, Countdown 2010 Initiative for Finland in 2006. To this end, the new National Biodiversity Strategy and Action Plan 2006–2016 is being implemented and a Countdown 2010 National Biodiversity Action Award was launched in 2006.

Numerous forms of action have also been promoted including the preparation of a communication strategy. These aim to involve institutions, local communities, media and public/private stakeholders to contribute towards safeguarding biodiversity.

In this regard, the experience of being the National Focal Point for both the CBD and the SBSTTA are valuable experiences for the task and this has required networking and cooperation skills.

Particular qualifications to be a Regional Councillor:

Ms Von Weissenberg has extensive experience in international nature conservation issues on global, regional and national levels. She has, through her work, demonstrated excellent communication skills and dedication to the mission of IUCN and its programmes, e.g. Countdown 2010.

Ms Von Weissenberg is widely recognised for building trustful co-operation between governments, NGOs and international institutions. She is experienced in organizational and strategic planning for a large institution.

Her strong commitment to the work of IUCN and focus on active involvement of its members in both policy formulation and programme implementation guarantees a highly dedicated Regional Councillor, able to listen and represent the views of IUCN members across Western Europe.

State Members of the United Nations, members of its Specialized Agencies, or of the International Atomic Energy Agency, or parties to the Statutes of the International Court of Justice

List of States by Region, as per Articles 16 and 17 of the Statutes and Regulation 36 of the Regulations:

AFRICA

Algeria
Angola
Benin
Botswana
Burkina Faso
Burundi
Cameroon
Cape Verde
Central African Republic
Chad
Comoros
Congo
Côte d'Ivoire
Democratic Republic of the Congo
Djibouti
Egypt
Equatorial Guinea
Eritrea
Ethiopia
Gabon
Gambia
Ghana
Guinea
Guinea-Bissau
Kenya
Lesotho
Liberia
Libyan Arab Jamahiriya
Madagascar
Malawi
Mali
Mauritania
Mauritius
Morocco
Mozambique
Namibia
Niger
Nigeria
Rwanda
Sao Tome and Principe
Senegal
Seychelles
Sierra Leone
Somalia
South Africa
Sudan
Swaziland
Togo
Tunisia
Uganda
United Republic of Tanzania
Zambia
Zimbabwe

MESO AND SOUTH AMERICA

Argentina
Belize
Bolivia
Brazil
Chile
Colombia
Costa Rica
Ecuador
El Salvador
Guatemala
Guyana
Honduras
Mexico
Nicaragua
Panama
Paraguay
Peru
Suriname
Uruguay
Venezuela

NORTH AMERICA AND THE CARRIBBEAN

Antigua and Barbuda
Bahamas
Barbados
Canada
Cuba
Dominica
Dominican Republic
Grenada
Haiti
Jamaica
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Trinidad and Tobago
United States of America

SOUTH AND EAST ASIA

Bangladesh
Bhutan
Brunei Darussalam
Cambodia
China
Democratic People's Republic of Korea
India
Indonesia
Japan
Lao People's Democratic

Republic of Korea
Malaysia
Maldives
Mongolia
Myanmar
Nepal
Philippines
Republic of Korea
Singapore
Sri Lanka
Thailand
Timor-Leste
Viet Nam

WEST ASIA

Afghanistan
Bahrain
Iran, Islamic Republic of
Iraq
Jordan
Kuwait
Lebanon
Oman
Pakistan
Qatar
Saudi Arabia
Syrian Arab Republic
United Arab Emirates
Yemen

OCEANIA

Australia
Cook Islands
Fiji
Kiribati
Marshall Islands
Micronesia, Federated States of
Nauru
New Zealand
Niue
Palau
Papua New Guinea
Samoa
Solomon Islands
Tonga
Tuvalu
Vanuatu

EAST EUROPE, NORTH AND CENTRAL ASIA

Albania
Armenia
Azerbaijan
Belarus
Bosnia and

Herzegovina
Bulgaria
Croatia
Czech Republic
Estonia
Georgia
Hungary
Kazakhstan
Kyrgyzstan
Latvia
Lithuania
Montenegro
Poland
Republic of Moldova
Romania
Russian Federation
Serbia
Slovakia
Slovenia
Tajikistan
The former Yugoslav Republic of Macedonia
Turkmenistan
Ukraine
Uzbekistan

WEST EUROPE

Andorra
Austria
Belgium
Cyprus
Denmark
Finland
France
Germany
Greece
Holy See
Iceland
Ireland
Israel
Italy
Liechtenstein
Luxembourg
Malta
Monaco
Netherlands
Norway
Portugal
San Marino
Spain
Sweden
Switzerland
Turkey
United Kingdom of Great Britain and Northern Ireland

**IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain**

Election of the Chairs of IUCN Commissions

Action Requested: The World Conservation Congress is requested to ELECT the Chairs of IUCN Commissions.

Background

1. Paragraph 34 of the Regulations to the IUCN Statutes provides as follows:

“Nominations for election to the office of Chair of each Commission shall be made to each ordinary session of the World Congress by the Council after considering proposals made by members in Categories A and B, and by the members of that Commission. The nominations shall take into account the need to ensure that the holders of these offices are of the highest professional calibre and, as a whole, come from a diverse range of Regions.”

2. The Director General wrote to IUCN members on 7 September 2007 inviting members to submit proposals for the nomination of Chairs of the Commissions.
3. Commission members were also invited by circular letter in September 2007 to send in their proposals.
4. Pursuant to Regulation 70, Council reviewed the Terms of Reference and the activities of each Commission and proposals were solicited on the basis of said review.
5. In May 2007, the Council appointed a Nominations Committee chaired by IUCN Regional Councillor, Mr Alistair Gammell, to assist it in the task of submitting nominations to the World Conservation Congress. The Nominations Committee revised and updated the Terms of Reference for Commission Chairs which were subsequently circulated to IUCN members.
6. At its 69th Meeting on 10–12 March 2008, the Council, upon recommendation of the Nominations Committee, extended the deadline for receipt of proposals for Commission Chair nominations from 31st January 2008 to 31st March 2008. Subsequently, by mail ballot closed on 14 April 2008, Council decided to nominate the following individuals as candidates for election as Chairs of IUCN Commissions by the World Conservation Congress:

Commission on Ecosystem Management

Ms Angela Andrade Perez, Colombia
Dr Peter Bridgewater, Australia/UK
Dr Gill Shepherd, UK
Mr Hein Rune Skjoldal, Norway
Mr Piet Wit, Netherlands

Commission on Education and Communication

Mr Keith Wheeler, USA

Commission on Environmental, Economic and Social Policy

Mr Abdelhadi Bennis, Morocco
Dr Richard Cellarius, USA
Ms Aroha Te Pareake Mead, New Zealand

Commission on Environmental Law

Ms Sheila Abed, Paraguay

Species Survival Commission

Dr Holly Dublin, USA

Dr Simon Stuart, UK

World Commission on Protected Areas

Mr Nikita Lopoukhine, Canada

7. Short biographical notes on the candidates mentioned above are given in Annex 1, arranged in alphabetical order for each Commission.

Biographical Information on Candidates proposed as Chairs of IUCN's Commissions

COMMISSION ON ECOSYSTEM MANAGEMENT (CEM)

Angela Andrade Perez, Colombia

Current position: Coordinator of the Integrated National Adaptation Project to Climate Change (Colombia), INAP (WB) and other environmental initiatives including Payment for Environmental Services. Conservation International-Colombia.

Professional background: Angela Andrade is an Anthropologist with specialization in Geography and Land Evaluation and has a Master of Science degree in Rural and Landscape Ecology. She has occupied several positions in the Colombian Government, and later was Deputy Director of Geography in the National Geographical Institute for ten years. She has been involved especially in landscape surveying and the development of methodologies as well as the implementation of case studies for territorial and land use planning at different levels. Later, she became for six years Director of Ecosystems of the Ministry of Environment of Colombia, where she was responsible for the development and implementation of several environmental policies. She was also the focal point of different international conventions and agreements, especially the ITTO, MAB, CITES, RAMSAR, among others. In 2003 she joined Conservation International in Colombia where she managed the Conservation Corridor, Choco-Manabí, between Colombia and Ecuador and now she coordinates the Integrated National Adaptation Programme to Climate Change and the payment for environmental services initiatives. She has also been a consultant of the GTZ for the implementation of the Forestry Programme in Colombia, she participated in the Mission to Panama, of ITTO, and she has been advisor to the Administration of National Parks in Argentina for the creation of the Chaco conservation corridor. These positions provided an opportunity to lead on environmental policy, planning and surveying, integrating ecological, biological, socio-economical and cultural criteria towards conservation, land use planning and sustainable development.

Experience and past involvement with IUCN:

- Member of WCPA over 5 years
- Member of CEM for the past 7 years
- Regional Vice-Chair for South America – IUCN Commission on Ecosystem Management for the past 5 years
- Participation in the II Latin American Congress of Parks and Protected Areas and coordination of the Symposium: Ecosystem Approach and Protected Areas, 2007
- Delivered a workshop in Colombia and edited the book: Application of the Ecosystem Approach in Latin America, Villa de Leyva
- Participation in the Global Biodiversity Forum promoted by IUCN-Curitiba
- Contribution to CEM in the preparation of the IUCN Programme 2009–2012
- Contribution to IUCN in the Drylands program
- Fluent in English, medium level in French and Spanish native tongue

Institutional support: Conservation International in Colombia provides the basic support required. For additional aspects, the Colombian Committee to IUCN will help to get sponsored initiatives.

Future priorities for the Commission: CEM is facing a very interesting opportunity of positioning the Ecosystem Approach as a relevant framework in adaptive management, especially in climate change adaptation initiatives and the valuation and payment for ecosystem services. Both issues will be considered as relevant priorities; therefore specific case studies and flagship products will be produced. Additionally, the recommendations of COP 9 will be taken into account as future priorities.

Special attention will be given in promoting the dissemination of the benefits of the Ecosystem Approach and Ecosystem Management, starting with other IUCN Commissions and institutional members. Specific initiatives in which CEM and other Commissions could work together will be

proposed and regional portfolios will be developed indicating priorities for research and implementation.

A better diffusion of the Ecosystem Approach and Ecosystem Management for multilevel policy making and planning oriented to specific demands of different stakeholders will be considered, as well as opportunities to work with the private sector. Experiences of the application of the Ecosystem Approach by other sectors such as infrastructure, agriculture, energy and health will be considered.

The development of standards and indicators for a proper application of the Ecosystem Approach will be also considered.

Partnerships with other organizations, IUCN members, and membership will be promoted to meet these priorities.

Finally, based on the recognition of different views and approaches to conservation and sustainable land management, initiatives for the interchange of knowledge and experiences with Indigenous Peoples will be promoted.

Peter Bridgewater, Australia/UK

Current position: Chair, UK Joint Nature Conservation Committee (UK-JNCC) – Part time post since 2007.

Professional background: *Posts since 1990* – Secretary General, Ramsar Convention, (2003–2007); Director, Division of Ecological sciences, UNESCO, and Secretary, Man and the Biosphere Programme (1999–2003); Chief Executive, Australian Nature Conservation Agency (1990–1999).

High-level appointments – Chair of the International Whaling Commission (1995–1997); Chair of the man and biosphere programme intergovernmental council (1996–1999); Chair of the Ramsar Convention CoP (1996); Commissioner on the Independent World Commission on the Oceans (1996–1998); Board Member of the Millennium Assessment since its inception (2000–2004); Member, International Advisory committee of the International Model forest network (2007–).

Honours – Honorary degree in resource management from the University of New England in 1997; jointly with Aboriginal Traditional Owners, the Picasso gold medal from UNESCO for excellence in managing a World Heritage cultural landscape 1995; Fellow of the Institute of Ecology and Environmental Management, and the Linnaean Society of London.

Experience and past involvement with IUCN: Involvement with IUCN dates back to the '80s, as a member of the Commission on Ecology until its transmogrification into CEM. Member of SSC and WCPA; organizing committee for the Parks Congresses in 1992 and 2003; at the 2003 World Parks Congress acted as stream lead for the “Linkages in the Landscape” theme, which bridged from Protected Areas to landscape scale processes and management; assisted in organizing the 1990 IUCN Congress in Perth, Australia; organized workshops for the 1996 and 2004 World Congresses; member of the Australian national committee for IUCN; as Secretary General of the Ramsar convention for four years have also been (in a legal sense) a staff member of IUCN! I was also one of the original team who developed the Ecosystem Approach in Malawi in 1998.

Institutional support: Supported in part by UK-JNCC I have a fully equipped home office with broadband internet, phone and fax, Mac and PC computers, so am fully interoperable! The JNCC is involved in promoting the work of the Commission in many forms, including recently providing publication support for the *Ecosystem Approach: Five steps to implementation* booklet, and I anticipate such institutional support will continue. For CEM to be fully effective in its reach I would hope to interest and involve other relevant IGOs and NGOs to help with delivery of an enhanced programme.

Quo Vadis, CEM? At the end of three years as Chair, I would like CEM to be seen as The Commission for the Commissions and programmes. What do I mean by this? Simply that the CEM work should underpin and support the work of other Commissions in an effective, partnership-driven

way. The themes of the last three years are still relevant, but progress over the last three years needs to be reviewed and a new strategic direction developed. Three areas in particular deserve attention:

- Linking cultural diversity with biodiversity through an understanding of how ecosystem management has been, and should be, linked to human understanding of ecosystems, using all forms of knowledge to help in this understanding is an emerging issue for the Commission. Here joint activity with CEC and CEESP will be important.
- Outside of the IUCN family, CEM has a continuing role to play in the next phase, in whatever form it takes, of the Millennium Assessment, and of working with CBD, Ramsar and regional conventions on implementation of landscape approaches to the conservation and management of biological diversity.
- Finally, the Congress sees a welcome change in the level of concern for IUCN's role in the climate change discussions, and CEM must build on Congress outcomes in this area, by working with UNFCCC, CBD, and relevant IUCN programmes and members.

There will be a need to enhance the membership of the Commission to deal with some of these agendas.

Hein Rune Skjoldal, Norway

Current position: Senior Scientist, Institute of Marine Research, Bergen, Norway

Professional background: Hein Rune Skjoldal (b. 1948) has a degree (Cand. Real.) in marine biology from the University of Bergen (1975). He has been working at the Institute of Marine Research since 1981, where he has held the position as Research Director and Head of the Department of Marine Environment. He has also held positions at the University of Bergen, latest as Associate Professor at the Institute of Fisheries and Marine Biology. He has been visiting scientist at the University of Miami (RSMAS) in the USA and at the Australian Institute of Marine Science in Townsville. Skjoldal is a marine biologist and ecologist and has worked in the large marine ecosystems surrounding Norway (Barents, Norwegian and North Seas). He has participated in several national committees and expert groups. He was Chair of an Advisory Committee on establishment of marine protected areas in Norway in 2000–2004, and Chair of a Norwegian national expert group on marine eutrophication in 1995–1999.

Skjoldal has been involved in work on developing an ecosystem approach to management for the North Sea, and on associated Ecological Quality Objectives within OSPAR. He has been Chair of the ICES Advisory Committee on Ecosystems (ACE; 2001–2003) and Chair of the ICES Advisory Committee on Marine Environment (ACME; 2000). He was a member of the Scientific Committee for the FAO Reykjavik Conference on Responsible Fisheries in the Marine Ecosystem (2001) and a member of the Steering Group for the Bergen Conference on Implementation of the Ecosystem Approach to Fisheries (2006). He is co-lead for the Arctic Council Assessment of Oil and Gas Activities in the Arctic (2004–2008) and lead author of the chapter on environmental impacts of the Arctic Marine Shipping Assessment (2007–2008). Skjoldal has edited (with co-editors) the books: *The Norwegian Sea Ecosystem* (2004), *Large Marine Ecosystems of the North Atlantic* (2002), *ICES Zooplankton Methodology Manual* (2000), and *Ecology of Fjords and Coastal Waters* (1995). He is fluent in English and knows some German and French.

Experience and past involvement with IUCN: Skjoldal has been Regional Vice-Chair for Western Europe of the IUCN Commission on Ecosystem Management for the last three years. He attended the last World Parks Congress in Durban where he presented in a session on the relationship between LMEs and MPAs. He has been a Norwegian Delegate to many of the recent CBD SBSTTA and COP meetings.

Institutional support: Skjoldal expects support from his current employer (IMR) to cover his salary and office support should he be elected Chair of CEM.

Future priorities for the Commission: Ecosystems consist of habitats and species, and the ecosystem approach to management (EA) is about sector integration to achieve the dual objectives of

sustainable use and conservation of biodiversity. CEM should move beyond pilot case studies to contribute to the global implementation of the EA, building on the five steps identified (which again build on the 12 EA principles of CBD). This requires geographical identification of all the ecosystems worldwide (Global Ecosystem Atlas), realignment or establishment of management mechanisms or structures, and involvement of relevant stakeholders. The membership of CEM should be engaged to help with training and practical implementation, collecting and sharing experiences, and contribute to aggregated global reporting with geographical ecosystems as basic units. Within IUCN, CEM should act as a catalyst for better integration across programmes and Commissions to fully mobilize IUCN in the global implementation of the EA.

Gill Shepherd, United Kingdom

Position: Senior Research Associate, Overseas Development Institute, London
(This is a Professorial post-retirement affiliation)

Professional background: Gill Shepherd has a doctorate in Social Anthropology from the London School of Economics. She has over 35 years of developing country experience, 25 of them spent on tropical forests. For the last 25 years she has worked forest policy and environment issues, with a special focus on improved rights and engagement for local people in tropical forests. For much of this period she worked at the Overseas Development Institute, where she founded and led the forest policy programme from 1985–2002, and ran the Rural Development Forestry Network. She has worked in more than 24 developing countries, predominantly in Africa and Asia, establishing common ground between natural scientists, social scientists, policy makers and local people in pursuit of social and environmental sustainability. In that period she has undertaken work for a variety of multilateral, bilateral and NGO agencies. In 1994 she won the Society of American Foresters' Award for Outstanding Contributions to Tropical Forestry, and she served on the CIFOR Board of Trustees from 1996–2002, chairing it for three of those years. She speaks French, Italian, Arabic and kiSwahili.

Experience and past involvement with IUCN:

- Since 2003 has worked more and more on ecosystems as an organizing principle for conservation, as the Thematic Leader on the Ecosystem Approach for IUCN's Commission on Ecosystem Management
- For the last two years has also worked as the thematic leader on 'Poverty, Livelihoods and Landscapes' for the Forest Conservation Programme
- Ran or co-ran sessions on poverty, conservation and livelihoods at the Durban World Parks Congress, 2003
- Co-ran sessions on the Ecosystem Approach at the World Conservation Congress in Bangkok in 2004
- Has been influential in greatly raising the profile of IUCN's work on the Ecosystem Approach with the CBD and in having IUCN identified as a key source of future guidance to the Convention
- Was a member of a small group formulating the Commission's plans for 2009–2012, and became the main drafter and producer of the final Plan of Work
- Helped to identify, focus and draft proposals for the Commission's six sessions at Barcelona World Conservation Congress in 2008
- Spoke on Poverty and Climate Change at IUCN's Annual Partners' Meeting, Gland, October 2007

Institutional support: none.

Future priorities for the Commission: The Commission's overarching task, in collaboration with other Commissions, with IUCN's Regional Offices and with in-house Programmes at IUCN Headquarters, is to work towards the application of ecosystem management approaches to problems in a wider range of contexts. In CEM's view this means attempting to integrate conservation and livelihood issues in multifunctional landscapes, where a patchwork of different kinds of land-use, ranging from protected areas to farmland, form a contiguous whole.

CEM's membership is small and competent, but members have not been sufficiently actively involved in Commission activities over the last few years. There is also a need to augment Commission membership among the ranks of researchers, officials and others whose interests in ecosystems do

not only come from a formal conservation background. The CEM and EMP programme of work for the 2009–2012 period will bring an ecosystems focus to the five main themes chosen by IUCN for the period, and will seek every possible way of actively engaging its membership in aspects of these five themes.

CEM also has a commitment (to the CBD among others) to produce manuals to guide practical implementation of ecosystem approaches for different audiences and in different settings, and will focus carefully on the relevance and appropriateness of its outputs, as it works.

IUCN's themes, and CEM's proposed contributions to them, are as follows:

- *Conserving diversity*: CEM will contribute to IUCN standards, tools and knowledge for sustainable natural resource management which incorporates biodiversity conservation.
- *Climate*: Working at a range of policy levels and across a range of policy responses, from mitigation and adaptation strategies to carbon offsets, CEM will seek to assess options, and to work with stakeholders to manage for climate change impact at ecosystem and landscape level.
- *Energy issues*: From the point of view of sustainable ecosystem use and management, new and old energy sources are significant. While biofuels will be more and more significant in some parts of the world, traditional bioenergy sources (charcoal and fuelwood) will continue to be important in many contexts, particularly for poorer households and particularly in Africa. Ecosystem approaches will be valuable for generating baselines against which environmental, economic and social impacts can be assessed, and corrections applied using adaptive management techniques.
- *Managing ecosystems for human wellbeing*: Sustainable development has to be ecologically sound and socially responsible, and not merely economically viable. Development policies and strategies need to support vulnerable stakeholders, including women, in their attempt to manage ecosystems sustainably for better livelihoods.
- *Greening the world economy*: Ecosystem goods and services and their contribution to human wellbeing have been consistently overlooked in mainstream economics. But current challenges – and above all those posed by climate change and adaptation to it – force a more profound appraisal of the role of natural resources in all life, and all economic calculations. There is an urgent need for IUCN, with inputs from CEM, to review existing methods for assessing ecosystem value and their contribution to the economy, and to develop them further. Until national accounts cease to take the subvention from nature as a free good, economic drivers will continue to send false signals.

Piet Wit, The Netherlands

Current position: Director Syzygy, a consultancy firm on Conservation-cum-Development

Professional Background: Piet Wit graduated at Wageningen University (1971) on Range Ecology. His first assignment as the Head of the Forest Herbarium Ibadan (Nigeria) was the start of a career which brought him to over 40 countries, with focus on West Africa, Europe and Central Asia. Highlights in this career were his work at the Garoua Wildlife School in Cameroon (training staff from francophone Africa), DELFT HYDRAULICS (integrated water management projects), IPC Groene Ruimte (vocational training for water, land and forest management), the Hustai National Park Project in Mongolia (reintroduction of the Przewalski Horse) and the Dutch Army in Uruzgan, Afghanistan (application of the ecosystem approach to the development of agriculture). Piet Wit has shown himself to be able to bridge the gap between theory and practice, between policy makers and field managers linking human and natural sciences across such different sectors as the military and the conservation community.

Relevant experience and past involvement with IUCN:

- Member of Steering Committee of CEM since the Montreal World Conservation Congress, serving as deputy chair under Hillary Masundire
- Member of the board of the Netherlands Committee of IUCN for 12 years
- Numerous identification, formulation, backstopping and evaluation missions for IUCN-executed projects, a/o the Waza-Logone project (Cameroon), the West-African Wetland Programme, the

Coastal and Marine Zone Programme in West Africa, The Okavango Delta Management Plan (Botswana), the Uganda Wetland project, Rufiji Delta and Floodplain (Tanzania), etc.

- Integrated water management projects in The Netherlands, Bangladesh, Indonesia, Egypt and Kenya
- Forest certification missions in Gabon and in Cameroon
- Integrated coastal zone management in India, The Netherlands
- Integrated rural development projects in Burkina Faso, Niger, Chad, Mauretania
- Training and managing of training institutes in Senegal, Cameroon, The Netherlands
- Integrated conservation and development projects in Mongolia (Przewalski Horse), Guinea Bissau (Chimpanzees), Mauretania (Guelb-Er-Richatt), Cameroon (Sudan zone), Zambia (Kafue Flats), China (Middle-Yangtze wetlands), Tibet (Qomolangma Nature Preserve)
- Policy making, national/provincial action plans in Mauretania, Chad, Mongolia, Senegal, Afghanistan
- Member of the board of Hustai National Park Trust (Mongolia) and the Foundation for Reserves of Przewalski's Horse (The Netherlands), both IUCN members
- Fluent in English, French and German (mother tongue Dutch)

Institutional support: As an independent consultant, Piet Wit is able to spend 3–9 months of his time (depending on the sponsoring funds) on CEM activities. Syzygy will provide the office facilities. Sponsoring of an eventual CEM-chairmanship by DGIS and the NC-IUCN is foreseen. A sponsorship would include the promotion of the ecosystem approach in the regions and by the theme leaders.

Future priorities of the Commission: CEM is a front player in the development of the Ecosystem Approach as it was endorsed by COP/CBD in Nairobi. Input by CEM in the CBD process is solicited on a continuous basis. Our strength should be our capacity to mobilize our network of experts for this purpose.

The mobilization of the basis of CEM needs improvement. We have to be at the cutting edge not only of science and policy making, but also of ecosystem management *in practice*. In the confrontation of theory and practice, innovative approaches for *sustainable* conservation and development will be developed in response to concrete needs and identified opportunities.

CEM should strengthen its collaboration with other IUCN units. In the first place with the Ecosystem Management Programme where CEM and EMP are two sides of the same medal, but also with other IUCN Commissions. Our thematic groups can deliver valuable products like indicators (with SSC), ecological networks (with WCPA), instruments (with CEC), ecosystem products and services (with CEESP), integration of the Ecosystem Approach in environmental law (with CEL), etc.

Important will be to improve the “servicing of the membership” of IUCN. Regional Vice-Chairs and Thematic Leaders will be stimulated to organize regular contact between IUCN members within their constituency and bring them in contact with CEM members to develop new opportunities to apply the Ecosystem Approach in sustainable conservation.

Fund raising will be a major task of the Chair and his steering committee members, as the operating funds available within IUCN just cover the needs of a functional worldwide steering committee.

COMMISSION ON EDUCATION AND COMMUNICATION (CEC)

Keith A. Wheeler, USA

Current position: President, Foundation for Our Future and Chairman and CEO ZedX Inc.

Professional background: Keith A. Wheeler has over 32 years of professional experience in the field of conservation and the environment. This includes work at the local, national and international levels with governmental and non-governmental organizations and the private sector. He holds undergraduate degrees in Biology and Chemistry and graduate degrees in Environmental Science and Soil and Water Conservation. As President of the Foundation for Our Future he provides leadership and institutional development for an international, non-governmental R&D sustainable development

organization focused on sustainable development knowledge management, organizational change management, and capacity development.

As Chairman and CEO of ZedX, he provides overall leadership and strategy development for the international state-of-the-art knowledge management and IT company that focuses on sustainable resource management through a wide range of interactive, web-based, decision-support systems designed for the agricultural, water and energy sectors. He has served as President of CFix, a conservation carbon sequestration fund that developed significant forest-based carbon offset projects in South America. He was the first Executive Director for the Global Rivers Environmental Education Network (GREEN), with 46 coordinating offices and programs in over 55,000 communities in 135 nations worldwide. Additionally, he served as the Assistant Director of the Adirondack Park Agency directing the education and communication efforts in the six million acre protected area. Keith was appointed to the Public Linkage and Education Task Force of President Clinton's Council for Sustainable Development, served as Co-Chairman of the White House Conference on Partnerships for Education about the Environment and as Co-Chairman of Education for Sustainability: An Agenda for Action, a White House initiative to establish a national policy for Education for Sustainability. Keith has authored numerous peer reviewed and popular publications, including a book titled *Education for Sustainability: a Paradigm for Hope*.

Experience and past involvement with IUCN:

- Member of CEC over 10 years
- Current Chair for the Commission on Education and Communication (CEC)
- Previous Deputy Chair Commission on Education and Communication (CEC)
- Regional Vice-Chair for North America Commission on Education and Communication (CEC)
- Founding Chair World Conservation Learning Network (WCLN)
- CEC organizing committee member of IUCN Environment Centre (WSSD)
- Member of World Conservation Congress Programme Committee
- IUCN South American Parks Congress
- IUCN World Conservation Congresses in Montreal and Bangkok
- Chaired regional CEC WCLN meetings in Gland, Switzerland; Guadalajara, Mexico; Stellenbosch, South Africa; Alexandria, Egypt; and Sydney, Australia
- Worked in a team spirit with the Steering Committee, Bureau and Secretariat to guide the Commission's work, building on the strengths of CEC's past work, and initiating a strategic planning process and evaluation to improve performance. He has contributed to IUCN regional members' meetings and in the Programme Planning process of IUCN
- Mr Wheeler has been a member of Council, the Programme and Policy Committee, the Barcelona Congress Organizing Committee, taken part in IUCN reviews of Commissions and Knowledge Management, contributed to IUCN events such as the South American Parks Congress, and the Commission Chairs' meetings

Institutional support: Mr Wheeler stands for election with the full support of the Foundation for Our Future and ZedX Inc, providing him with sufficient time and office support to lead the Commission, travel to international meetings and Council.

Future priorities for the Commission: IUCN's Commission on Education and Communication is undertaking several new initiative areas to enhance its ability to support IUCN to deliver on the 'One Programme' concept. It has gone through a thorough strategic planning process in 2007/8 and its members have redefined the CEC mission going forward to better reflect the 21st Century needs of the conservation community. The new mission states that the *Commission on Education and Communication will drive change for the co-creation of sustainable solutions and actions through enhanced communication, new learning, change management, and knowledge management.*

Our focus is strategic communication, learning and knowledge management. The following strategic key elements will serve as the core of CEC's mandate and programme of work for the next intercessional period. These key elements include:

- Facilitating the Co-creation of Sustainable Solutions
- Creating Strategic Communication Platforms

- Leveraging New Learning for Professional Development

The Commission on Education and Communication member experts will work with stakeholders in communities around the globe, WCLN partner educators and their learners, IUCN members, offices and staff, and facilitate and extend peer networking to design “next generation practices”. The CEC knowledge network will create dynamic synergies and mobilize new partnerships to drive change within IUCN and the larger conservation community.

COMMISSION ON ENVIRONMENTAL, ECONOMIC & SOCIAL POLICY (CEESP)

Abdelhadi Bennis, Morocco

Current employment and position/title:

President of an important “Environment Club”; active member of several environmental institutions and NGOs

Professional experience:

- Mr Bennis is a graduate of the *Ecole Nationale Supérieure de l'Horticulture* (National Institute of Horticulture) of Versailles, France.
- Mr Bennis has spent his career in the public sector in Rabat, specifically in the Ministry of Agriculture, Fisheries and Forests. He has occupied progressively more important positions, including:
 - In charge of several offices and technical services responsible for the conception and implementation of horticultural and large-scale crop production activities.
 - Head of the Agrarian Reform Division responsible for land statutes and State-owned private lands, as well as studies for land development.
 - Head of the Division for Agricultural Research and Cooperation, responsible for the conception and implementation of the national plan for agricultural research and extension. Also responsible for national and regional development, rural development, development of agricultural cooperative movements, chamber of agricultural representatives, integration of women in agricultural policy, etc.
 - In 1994, by Royal decree, appointed Engineer General with the grade of Central Director. In this capacity he was responsible for considering important case files and participating in strategic decision making for the country. He also contributed to the establishment of small businesses in rural environments.
- Mr Bennis is very active in the NGO movement both in Morocco and at the Mediterranean level. In 1986, he became the first official from the Ministry of Agriculture to campaign in an environmental NGO:
 - President of the *Association Marocaine de la Protection de l'Environnement* (ASMAPE) (Moroccan Association for the Protection of the Environment) from 1990 to 2000.
 - Member of the Bureau of the *Association Nationale pour la Production, la Protection et l'Amélioration Végétale* (ANAPPAV) (National Association for Plant Production, Protection and Improvement) from 1998 to the present.
 - President of the environmental commission and of the *Aménagement du Territoire de l'Association Ribat Al Fath pour le Développement Durable* (ARFDD) (Ribat Al Fath Association for Sustainable Development) from 2003 to the present.
 - Founding member of the MED Forum in 1995, (Mediterranean network of environmental NGOs), immediately following approval of the Euro-Mediterranean Partnership in Barcelona.
 - Founding member of the Arab network of environmental NGOs in Cairo, from 1987 to 2000.
 - Member of the national selection committee for the Hassan II environmental prize, since 2004.

- Organizer of an Environmental Club which brings together more than one hundred environmental experts.
 - Member of the *Association Marocaine des Experts en Gestion des Déchets et en Environnement (AMEDE)* (Moroccan Association of Environmental and Refuse Management Experts), since January 2005.
 - Founding member of the *Société Marocaine des Plantes Aromatiques et Médicinales (SOMAPAM)* (Moroccan Society of Aromatic and Medicinal Plants) created in 2006.
 - Member of the *Comité National de Qualification des Associations (CNAQA)* (National Committee for the Registration of Associations) and the *Réseau national de recherche en sciences sociales (RNRSS)* (National Network for Social Science Research) created by the *Ministère des Affaires Sociales de la Famille et de la Solidarité* (Ministry for Family Social and Solidarity Affairs).
 - President of a national network of NGOs (ASP Maroc) involved in the safe management of pesticides.
 - Advisory member of the Ibn Al Baytar association for the promotion of medicinal plants and the enhancement of the Argan forest, in line with sustainable development principles.
- In his capacity as an engineer, Mr Bennis participates in various studies as an expert in environmental and agricultural and rural development issues.
 - Thanks to 40 years' experience, Mr Bennis is well-qualified to expertly fulfil the role of President of the Commission on Environmental, Economic and Social Policy (CEESP). His qualifications include a passion for nature, good grasp of general knowledge, team spirit, as well as a talent for analysis, synthesis, innovation and communication. He also has extensive knowledge of environmental, economic and social issues, as well as of regional, national and rural development issues. He also has a strong interest in gender issues. Finally, he is familiar with multilateral environmental agreements and the institutions responsible for their implementation.

Experience in fields of concern to IUCN:

Mr Bennis is:

- In his capacity as a member of ASMAPE and the Ribat Al Fath Association for Sustainable Development, an active member, since 1990, of the International Union for Conservation of Nature (IUCN), and participates in most of the international and regional meetings.
- A very active member of the Moroccan National Committee for IUCN.
- A supporter of the creation of the IUCN Centre in Malaga.
- Actively involved in strengthening cooperation with other IUCN members in the Middle East and Mediterranean Regions.
- A supporter, since the IUCN Montreal Congress, of the integration of economic and social considerations in biodiversity strategy.
- The IUCN representative to the national biodiversity commission of Morocco.
- The author of an IUCN study on aromatic and medicinal plants in Morocco.
- The author of a draft for an IUCN Programme of Action in North Africa.
- Co-producer of an IUCN project for the integration of rural women in biodiversity management in Morocco.
- A supporter in Morocco of several IUCN mission-related activities, including the *Prix National du Développement Durable* (Moroccan national sustainable development prize); and the organization of a national conference to integrate the Johannesburg findings and the Millennium Development Goals into Morocco's development policies.

Institutional support: Currently retired, Mr Bennis is prepared to assume the presidency of CEESP. His association is making available to him the facilities necessary for him to accomplish this mission (office, computer, e-mail address, website, fax and telephone). He will also be able to count on the support of several institutions.

Future priorities for the Commission: Mr Bennis is of the opinion that the CEESP priorities should depend, on the one hand, on its official mandate, as defined by IUCN's decision-making bodies. On the other hand, it needs to analyse its current modus operandi and take stock of the results of its work,

in order to build on its strengths and overcome its weaknesses. Any such evaluation needs to be participatory and involve all the members of CEESP.

Priorities also need to be set in relation to the economic and social considerations defined by the Millennium Development Goals and Multilateral Environmental Agreements. They also need to be in line with the topics currently under discussion (COP 9) by the Convention on Biological Diversity. These include:

- i. access to and fair and equitable sharing of the benefits arising from genetic resources (at the international level, etc.)
- ii. the protected areas “Life Web” initiative
- iii. agricultural biological diversity (pollinators, soils, biofuels, etc.)
- iv. the 12 objectives of the Global Strategy for Plant Conservation
- v. invasive alien species
- vi. forest biological diversity (genetically modified trees, role of forests in climate change, etc.)
- vii. measures to encourage and incite action
- viii. the ecosystem approach (simplification, economic valuation, etc.).

Mr Bennis believes that the overarching objective of CEESP should be the search for human well-being, in all regions of the world. This will require the adoption of a cross-cutting approach to reconcile humans with nature through the harmonious integration of three elements: the rational management of terrestrial and marine natural resources, the optimum use of economic and financial tools, and finally, the struggle against poverty. These are the three pillars of the concept of sustainable development.

Once the concept has been accepted, CEESP must concentrate its efforts on devising and promoting practical mechanisms to make this concept a reality in the daily lives of all the world’s citizens, through a framework aimed at encouraging solidarity between countries from the North and those from the South.

In order to achieve this, CEESP will need to work closely with IUCN members to develop action plans, gather information, build capacity, encourage community participation and incorporate gender questions in its work.

The CEESP Steering Committee needs to be fully aware that the successful realization of its mission requires four incontrovertible pre-conditions; these are:

- i. the development of a long- and short-term vision and action plan;
- ii. the strengthening of synergies with IUCN management, Secretariat and other Commissions;
- iii. the strengthening of cooperation and partnerships with other international organizations engaged in the management of natural resources (FAO, WHO, UNESCO, World Bank, WTO, etc.); and finally
- iv. the decentralization of its activities through the devolution of responsibility to its members under the guidance of the regional vice-presidents.

In order to carry out such an ambitious programme, CEESP will require considerable financial means. The Steering Committee will need to mobilize itself to raise funds both from IUCN as well as various donors.

Richard A. Cellarius, USA

Current position: Retired College and University Professor; Affiliate Faculty, Prescott College; International Vice-President – Organizational Relations, Sierra Club

Professional background: Dr Cellarius has a great deal of experience in environmental sciences, education and policy, central concerns of IUCN. A major focus of his professional and volunteer efforts has been the application of environmental knowledge and understanding to environmental decision making. He has an undergraduate degree in Physics and a Ph.D. in Biological Sciences. Dr Cellarius has 42 years of college and university teaching experience at the University of Michigan, Ann Arbor, The Evergreen State College, Olympia, Washington, and Prescott College, Arizona, and research

experience in the natural sciences and environmental studies, including teaching and supervision of graduate students in ecology, ecological physiology, alternative energy sources, and environmental policy, history and philosophy. He has experience in the development, implementation and management of graduate education. He was Director of a Graduate Programme in Environmental Studies for four years and has been a member or chair of many academic and professional committees; he also served a term as President of the Northwest Scientific Association (USA). His professional memberships have included the American Institute of Biological Sciences, the National Association of Environmental Professionals, the Global Tomorrow Coalition, and the U.S. Association for the Club of Rome.

Dr Cellarius has been an active volunteer for over 40 years with the Sierra Club, one of the world's oldest and largest grassroots environmental organizations. He was a member-elected Director of the Sierra Club for 16 years, including two years as national President and 11 years on the Executive Committee. He also served as Vice President for Research, International Vice President, and Chair of the Publications and Bylaws Committees. He was a Trustee of The Sierra Club Foundation for 14 years, including two years as Treasurer.

Experience and past involvement with IUCN:

- Delegate (head of delegation) 18th General Assembly (Perth, 1990) and 2nd and 3rd World Conservation Congresses (Amman, 2000; Bangkok, 2004)
- Member, Commission on Environmental Strategy and Planning (CESP), 1990–1996
- Member, Commission on Environmental, Economic, and Social Policy (CEESP), 2000 – present, currently Vice President for North America and member of its Theme on Sustainable Livelihoods (TSL), Working Group on Social and Environmental Accountability of the Private Sector (SEAPRISE), and Theme on Governance, Equity and Rights (TGER)
- Member, Working Group on Extractive Industries and Biodiversity (WGEIB) 2003–present
- IUCN Co-Chair, IUCN-ICMM Advisory Committee on Good Practice Guidance for Mining and Biodiversity, 2004–2006
- Delegate, Vth World Parks Congress (Durban, 2003)

Institutional support: As an Affiliate Faculty, Dr Cellarius anticipates institutional support from Prescott College. Since he is retired from teaching and other major academic obligations, he is prepared to take on the position of Chair of CEESP.

Future priorities of the Commission: CEESP is strongly positioned to continue and build on the programme it has developed during the past eight years, providing insights and expertise and promoting policies and action to harmonize the conservation of nature with the crucial socio-economic and cultural concerns of human communities – such as livelihoods, human rights and responsibilities, human development, security, equity, and the fair and effective governance of natural resources. These are fundamental issues of concern for IUCN and therefore also for CEESP, as IUCN integrates its fundamental conservation agenda with the global concerns of climate change, restructuring energy supply systems, poverty, and globalization of trade, food supply and resource use.

To carry out its work, a fundamental priority for CEESP is to build stronger cooperative relationships, coordination of activities, and partnerships with the IUCN Secretariat, other Commissions, and other organizations, including IUCN's state and non-governmental members. It will also work to identify additional members with the expertise and skills necessary to carry out the full spectrum of its activities.

Aroha Te Pareake Mead, New Zealand

Current positions: Senior Lecturer, Maori Business, Victoria Management School, Victoria University of Wellington (VUW), and Co-Chair, Call of the Earth Llamado de la Tierra

Professional background: Aroha Te Pareake Mead is from the Ngati Awa, Ngati Porou, Ngati Tuwharetoa, Tuhoë and Tuhouangi (Maori) tribes. Her academic training is in International Relations. She has followed concurrent careers in paid and voluntary employment for over 25 years. As the

former Foreign Policy Convenor of the National Maori Congress (NMC), Aroha represented the NMC at the UNCED Prep Com. Meetings, the Rio Earth Summit and Rio +5. She has also represented her tribal community, Ngati Awa, in a diverse range of fora and international processes, including organizing international conferences within her tribal area and other local community areas as a commitment to bridging the local-global divide, by consistently bringing the “global to the local”. Aroha represents Ngati Awa on the Interim Governing Board of the United League of Indigenous Nations. Aroha is also a founding member and Co-Chair of Call of the Earth Llamado de la Tierra, a global indigenous network specializing on indigenous intellectual property policy.

She worked in policy for the New Zealand government, including managing the Natural Resources, and Cultural Heritage and Indigenous Issues Portfolios (1996–2004) of the Ministry of Maori Development for over 15 years. During this time, Aroha led government policy on the CBD Article 8(j) traditional knowledge and contributed to the ABS negotiations. She also had translated into the indigenous Maori language six UN Human Rights and Environment Treaties which have been published as free resources for communities and educational organizations.

In 1999, Aroha switched to an academic career at Victoria Management School where she lectures on the role of Maori values and traditional knowledge in the management of natural, cultural and human resources as well as in commercial enterprises. Aroha has also been a Senior Research Fellow at Sydney’s (Australia) Macquarie University, Centre of Environmental Law for three consecutive appointments (2003–2005, 2005–2008, 2008–2011). She is a well known national commentator on bio-cultural heritage and cultural integrity in an increasingly globalized world and has considerable networks throughout the world. She is the author of numerous papers and co-editor of the publication, *Pacific Genes & Life Patents: Pacific Indigenous Analysis and Experiences of the Commodification of Life*.

Experience and past involvement with IUCN:

- Appointed Councillor for IUCN with special responsibilities for indigenous issues, served two terms 2000–2004 and 2004–2008
- Executive Committee member, Commission on Environmental, Economic and Social Policy (CEESP), since 2004
- Co-Chair, Theme on Culture and Conservation, CEESP since 2004
- Member, TILCEPA, CEESP, since 2002
- Member of World Commission on Protected Areas, ANZ-Australia New Zealand region as well as Oceania region
- Opening Plenary speaker at the World Parks Congress, Durban, Chaired Plenary session of the Governance Stream and sponsored three workshops at the World Parks Congress in Durban 2003
- Member, IUCN Advisory Committee on Biodiversity and Extractive Industries since 2003
- Member, IUCN/ICMM Advisory Committee on Indigenous Peoples and Extractive Industries since 2005
- Member, Resolutions Committee, World Conservation Congress, Bangkok, 2004
- Member, Preparatory Committee, World Conservation Congress, Barcelona, 2008
- Co-Chair Congress Resolutions Committee, World Conservation Congress, Barcelona, 2008
- Workshop participant in IUCN Global Biodiversity Forum meetings at a range of CBD and Pacific Nature Conservation meetings

Institutional support: VUW is providing institutional support by ‘freeing’ Aroha’s time through scheduling her teaching commitments in one trimester only. This will enable her to focus on CEESP full-time seven months and part-time for five months of the year. An office, PC, internet access, telephone, fax, photocopying will be provided as minimum support. As well, Aroha’s tribal governance structure, Te Runanga o Ngati Awa and the locally-based Maori university, Te Whare Wananga o Awanuiarangi in Whakatane, will be providing institutional support throughout Aroha’s term, but in particular during the organization of the Commission-wide Conference that Aroha intends to convene in Whakatane, if elected as CEESP Chair.

Future priorities of the Commission: As one of IUCN’s six Commissions, CEESP faces many challenges both internally (within CEESP and IUCN) as well as externally. CEESP’s mission is to provide “insights and expertise on ways to harmonize the conservation of nature with the crucial socio-

economic and cultural concerns of human communities – such as livelihoods, human development, equity, human rights, cultural diversity, security and the fair governance of natural resources.” Each of these components requires a comprehensive and strategic approach as well as a plan to widely disseminate research results and contribute to IUCN and international policy. This is fundamental to CEESP’s survival as a credible and constructive Commission.

The three pillars of sustainable development have not been equally attended to. The social pillar has been used as a catchall to acknowledge human interaction with the environment but in-depth analysis of the intersection and inter-dependency of the role of cultures and communities and impacts on livelihoods in conservation and development policy is largely missing from key relevant international fora and processes. The same can be said of a similar unawareness amongst many levels of civil society. The socio-economic-cultural implications of issues such as climate change, biofuels and GMOs, warrant careful consideration and CEESP members are uniquely placed to provide useful research and commentary for policy makers.

The role of the private sector in environmental policy is an area that needs to be more fully explored. IUCN needs to reach out to the non-converted, and in particular to business, but how IUCN reaches out – for what purpose and under what circumstances – needs to be more fully considered.

Working on key issues across the six Commissions is vital not only for CEESP but for all Commissions and IUCN as a whole. Aroha intends to convene a Conference in 2010/2011 in Aotearoa, New Zealand to which all Commissions will be invited to participate. The theme will be decided by an inter-Commission Organizing Committee.

Internally, there is much that can be done to strengthen the strands of CEESP themes and members and weave them into a much stronger rope. A review of membership will be crucial for CEESP in terms of ensuring an enthusiastic and evenly distributed workload across all CEESP themes.

There is much work to be done inside CEESP, and in terms of CEESP’s relationship with other Commissions and IUCN. I have a particular interest in raising the profile of the members and work of CEESP so that by the end of the 2009–2012 term, key perspectives of CEESP are acknowledged, respected and incorporated in a wide range of environment and development processes and organizations. I would also like to further develop CEESP’s analysis and advocacy of the role of indigenous peoples in sustainable development and climate change.

For further information on Aroha Te Pareake Mead refer to the following sites:

- (1) For a more detailed account of academic activity including publications:
http://www.victoria.ac.nz/vms/staff_academic/MeadAroha/MeadAroha.aspx
- (2) For a copy of Aroha’s CV and responses to the internal process for CEESP members to select a new CEESP Commission Chair, refer: <http://www.iucn.org/themes/ceesp/newCEESPchair.html>
- (3) For information on Call of the Earth Llamado de la Tierra refer to: www.earthcall.org
- (4) For information on Te Runanga o Ngati Awa refer to: www.ngatiawa.iwi.nz

COMMISSION ON ENVIRONMENTAL LAW (CEL)

Sheila Abed, Paraguay

Current position: Chair of the Commission on Environmental Law of IUCN, International Union for Conservation of Nature, and Executive Director of IDEA (Instituto de Derecho y Economía Ambiental), NGO, Asuncion, Paraguay.

Professional background:

- Lawyer, Universidad Nacional de Asunción, 1986. Postgraduate course in Environmental Resources’ Law in the Lewis and Clark University, Portland, Oregon, 1999 and in the Asuncion Catholic University.

- Founder and Executive Director of the Paraguayan Environmental Law and Economics Institute (IDEA, Instituto de Derecho y Economía Ambiental), since 1996.
- Past General Coordinator of the Regional Alliance for Conservation Policies in Latin America and the Caribbean (ARCA – Alianza Regional para Políticas de Conservación en América Latina y el Caribe).
- Member of the South American coalition of NGOs and individual members known as the “Grupo Zapallar” on Trade and Environment.

On several occasions Ms Abed has represented the Paraguayan Government before the UNFCCC, and has represented civil society in the Biodiversity and Ramsar Conventions.

Ms Abed is in charge of the “Environmental Law and Policy” class of the Masters Degree in Environmental Engineering, in the Asuncion Catholic University. She also trains diplomatic personnel in the negotiation of Multilateral Agreements, as well as Judges and Prosecutors in Environmental Law Compliance and Enforcement.

She has been appointed by UNDP with the approval of the national government, to explore and negotiate the possibilities of Paraguay qualifying under the nature/debt swap programmes, with very important results.

Sheila Abed has also carried out consultancies and delivered training for the OAS, IADB and the World Bank.

She has participated in the drafting of several legislative bills: Modification of the Paraguayan Civil Code (to consider underground water as a state-owned resource), “Water Law”, “Protected Areas Law”, Biofuels Law”, “Forests Law”, “Creation of the Ministry of Natural Resources”, “Security in Biotechnology”.

Under her direction, IDEA has implemented avant-garde programmes, such as Sustainability Impact Assessments, Legal Tools for Private Lands’ Conservation, Economic Valuation of Natural Resources.

Sheila has been a pioneer in the Social Responsibility of Business topic, and she has been particularly active in the promotion of the responsible production of soybeans.

Ms Abed is co-author of eight publications. She masters the following languages: Spanish, English, Portuguese and the indigenous tongue, Guaraní.

Experience and past involvement with IUCN: Ms Abed has been a member of the Commission on Environmental Law since the year 2000, and was elected Chair of the Commission during the Bangkok World Conservation Congress.

Institutional support: The organization under Ms Abed’s direction is very well positioned at a national, regional and international scale. IDEA’s greatest institutional strength is being recognized as a valid speaker in topics so varied as private lands’ conservation, trade and environment, and climate change, joining together with the most prestigious civil society organizations, several alliances, with a high level of incidence in policies. Recently IDEA opened a branch office in Montevideo, Uruguay; and special partnerships have been established with Argentinean and Mexican organizations.

Ms Abed herself is a renowned young professional with a successful 13-year trajectory in Environmental Law. Under her guidance, IDEA has received the support of prestigious private, public and multilateral agencies and organizations (AVINA, TNC, WWF, USAID, World Bank, OAS, CIDA, Siemenuu Foundation, Konrad Adenauer Foundation, etc.) for the implementation of its programmes: Environmental Law, Environmental Economics, Trade and Environment, Democracy and Participation.

Future priorities for the Commission:

- To encourage work within the regions by strengthening regional programmes on environmental law creating knowledge networks. To involve different parts of the Union in this effort in order to make it more efficient. To work on the development of local programmes in order to stimulate a

more adequate level of decision making related to environmental law and policy, and opening CEL's doors to sub-national governments.

- To investigate and recognize the new needs regarding the development of principles and indicators for issues such as climate change, alternative sources of energy, etc.
- To promote links among IUCN programmes and develop new engagement programmes with members in order to serve our membership better.

SPECIES SURVIVAL COMMISSION (SSC)

Holly T. Dublin, USA

Current position: For the past four years, Dr Holly Dublin has served as the full-time Chair of the IUCN Species Survival Commission. She has been provided an institutional home through the Wildlife Conservation Society and her office has been hosted by the South African National Biodiversity Institute.

Professional background: In 2002, Holly completed 22 years with WWF, devoting most of this to biodiversity, protected areas and policy work. She went on to spend two years working under the umbrella of the IUCN Eastern Africa Regional Office. During that period she conducted independent evaluations and programmatic planning exercises for the Global Environment Facility, the International Finance Corporation, UNEP, WWF International and numerous other NGOs. She remains actively involved in the conservation and development evaluation community and moves with ease between the day-to-day realities of conservation practitioners and the world of international policy, its financiers and its decision makers. She has been an active player in the Convention on International Trade in Endangered Species of Fauna and Flora (CITES) and is also experienced in the deliberations of the Convention on Biological Diversity and the Convention on Migratory Species. Her energies for and commitment to conservation at all levels are well known; her successes repeatedly demonstrated.

Holly holds an MSc. from the University of Washington and a PhD from the University of British Columbia. She is a recognized and awarded conservation biologist, having received many awards, distinctions and research grants throughout her career. She is a skilled writer and orator.

She grew up in East Africa and lived in Kenya until 2005, when she took over the SSC Chair position and was invited by the Government of South Africa to base in the South African National Biodiversity Institute.

Experience and past involvement with IUCN: Holly has many longstanding associations with IUCN, its members, Secretariat and Commissions.

On IUCN Council, Holly has been an energetic member of the Programme and Policy Committee, the Governance Task Force, the One Programme Working Group and the Bureau. On the regional and national level, she has worked with IUCN's offices in Asia, Africa, South America, Oceania, West Asia and Europe and is a familiar colleague to many of the staff of IUCN's global thematic programmes, Commission members and both governmental and NGO members of the Union. She has had direct interactions with the national committees including: South Africa, Canada, United Kingdom, Dutch, French and New Zealand as well as several regional committees. Over the past four years, Holly endeavoured to visit almost all the regions for work on substantive matters of the Union.

Holly's association with the IUCN Species Survival Commission began over thirty years ago when, as a teenager, she became a member of her first specialist group. Since that time she has gone on to be an active contributor to numerous SSC Specialist Groups. Since 1992 she has been the Chair of the African Elephant Specialist Group. In 1994 Holly joined the Executive Committee of SSC and was a dynamic participant in many of SSC's initiatives, leading the 2001 SSC Voluntarism study, and contributing to the development and implementation of SSC's Strategic Plan and its integration with the Intersessional Programme of the Union. Holly was responsible for organizing the first-ever meeting (in the Commission's 59-year history) of the SSC's Specialist Group Chairs in February 2008.

She is also an active member of the World Commission on Protected Areas, the Commission on Ecosystem Management and the Commission on Environmental, Economic and Social Policy through the Theme Group on Indigenous and Local Communities, Equity, and Protected Areas.

Institutional support for the position: Holly's nomination comes strongly endorsed by the Steering Committee of SSC, a number of governments, NGOs and many members of the Commission. Holly has conferred with those who provided support for her first term and they have expressed their willingness to continue for a second term. If elected she will remain on the staff of the Wildlife Conservation Society and continue to receive additional financial support from the MAVA Foundation, the World Association of Zoos and Aquaria and a number of its individual members, including the Chicago Zoological Society. The South African Ministry of Environmental Affairs and Tourism has confirmed their invitation to continue hosting her.

Future priorities for the Commission – the vision for 2009–2012 and beyond: Holly remains deeply committed to the direction given by the IUCN membership as far back as 1994 and recently reconfirmed in the 2007 Membership Survey that we should build on the unique value proposition of IUCN and dedicate our efforts to the implementation of the 'One Programme' approach. With special emphasis on our species, protected areas and policy work, synergies must be fostered among the three pillars of the Union. To this end, she has worked hard to engage with the IUCN Council, the Secretariat in Gland and the regions, and many IUCN members to demonstrate SSC's resolve to assist in more powerful delivery of IUCN's mission and objectives. From the SSC side, building on nearly six decades of success and the findings of several studies and external reviews, she has undertaken a dedicated initiative to better align SSC with the needs and direction of IUCN's work for enhanced impact at all levels, while retaining the unique strengths and characteristics of its expert volunteer membership.

The revitalization of SSC at all levels will ensure its position as a global leader on species conservation and its future as the custodian of the IUCN Red List – a global gold standard. SSC will strengthen its longstanding position as an objective convener, facilitator and technical advisory body, supplying the global community with information on the conservation status of species, the threats they face and the values they bring to our world.

It is the belief of the SSC Steering Committee that another four years of leadership and guidance under Dr Dublin will allow the successful implementation of the many innovative and strategic actions now underway. In the 2009–2012 quadrennium, Dr Dublin hopes to devote more time on higher-level strategic work for IUCN in addition to broader fund raising in support of the contributions of SSC – from identifying the world's most threatened species, to monitoring global trends, analysing key threats, and taking action to further the conservation of species and mitigate the global extinction crisis.

Through a revitalized SSC, priorities over the next four years will focus on:

- Building stronger, more effective partnerships between SSC, the members, other Commissions and the Secretariat (at regional and global levels), to further our commitment to and delivery of IUCN's 'One Programme' approach
- Facilitating the integration and harmonization of the work of the SSC network with the objectives and key results of the SSC Strategic Plan and 2009–2012 Intersessional Programme
- Strengthening our ability to contribute to positive conservation outcomes by improving technical, policy, fund-raising and communications support to Commission members
- Delivering a cutting-edge Global Species Assessment to the world in 2010
- Ensuring the continued delivery of the IUCN Red List Index as a measure for the new biodiversity target under Millennium Development Goal 7 (environmental sustainability)
- Enhancing communications both within the Commission and between SSC and the outside world to further understanding of the relevance of species to human wellbeing

Simon N. Stuart, United Kingdom

Current position: Senior Species Scientist, IUCN (submitted resignation from IUCN Secretariat on 16 April 2008)

Professional background: Simon has been actively involved in species conservation throughout his working life. Before joining the IUCN Secretariat in 1986, Simon took undergraduate and doctoral degrees from the University of Cambridge (specializing in conservation biology), worked on the African bird Red Data book, and carried out field research and conservation in Tanzania and Cameroon. Simon was a member of the TRAFFIC Committee from 1992 to 2000, and has been a trustee of A Rocha International – Christians in Conservation since 2001. He publishes widely, including 48 papers in peer-reviewed journals (three currently under review), and six books.

Experience and past involvement with IUCN: Simon has held the following IUCN staff positions:

Species Programme Officer (1986–1990). Simon was the SSC network coordinator for 80+ Specialist Groups, assisting them with work plan targets and conservation action plans. He also undertook a biodiversity assessment of sub-Saharan Africa, and developed a conservation initiative in Cambodia, Laos and Vietnam.

Head, IUCN Species Programme (1991–2000). Simon directed the Species Programme, with a focus on implementing the SSC Strategic Plan. Particular achievements included: a) development and implementation of the new Red List Categories and Criteria; development of the new CITES listing criteria; and designing and leading the first African Elephant Range States Dialogue. Simon served as IUCN's focal point for CITES, CMS and the International Whaling Commission.

Acting Director General (2000–2001). Simon filled this position on an acting basis at a time of financial uncertainty for IUCN. In this capacity, he participated as an advisor in the process to appoint a new Director General.

Head, Biodiversity Assessment Unit (2001–2006). Simon established the BAU within the Species Programme, as a partnership between IUCN and Conservation International. The Global Amphibian Assessment was completed in 2004, and the following projects were started: Global Mammal Assessment (2003); Global Reptile Assessment (2004); and Global Marine Species Assessment (2005), all carried out in full association with SSC.

Senior Species Scientist (2006–2008). Simon has continued to coordinate IUCN's large assessment projects (major results on mammals and marine species coming in 2008), but also serves as overall IUCN scientific advisor on species.

Simon is also *Chair of the SSC Biodiversity Assessments Sub-Committee* (since 2005), overseeing the scientific quality for SSC's assessment work, maintaining the *IUCN Red List* data standards, and ensuring that petitions against the listings on the *IUCN Red List* are evaluated professionally and impartially.

Simon's intimate knowledge of SSC, the IUCN Secretariat, and many IUCN members places him in a unique position to build the new partnerships that are needed to advance IUCN's agenda on species, in the context of IUCN's 'One Programme' approach. He has received support to run as SSC Chair from many IUCN and SSC members, including SSC Steering Committee members and SSC Specialist Group Chairs.

Institutional support: Simon expects to receive support from a number of sources, if elected as SSC Chair. He expects to be employed by a conservation NGO in the UK (under negotiation).

Future priorities for the Commission: Simon writes:

Since 2000, the Species Survival Commission and the Species Programme have transformed biodiversity assessments through the *IUCN Red List*. The number of species included on the list has risen from around 18,000 to well over 50,000 in 2008. More importantly, the amount of data on each species has increased massively, with distribution maps now available for over 15,000 species. I have personally reviewed over 12,000 species accounts, and this leaves me with two overriding impressions. First, we are not succeeding in the global challenge to ensure the survival of species. There are, of course, some impressive successes, but these are the exceptions. Extinction rates are rising, most species are decreasing, and the potential for species to provide sustainable benefits to human communities is being eroded – this is what I call the *Species Crisis*.

Second, as a result of SSC's species assessments, we have a much more accurate understanding of how to address the *Species Crisis* effectively. Our data provides specific guidance in terms of precise places to conserve, threats to combat, species to prioritize, and policies to pursue. Unlike the situation eight years ago, we now know what needs to be done to halt the downward slide in species.

In summary, things are getting worse. We know what to do – but we are not yet doing it.

To make real headway, SSC must work with a much broader set of partners than ever before to communicate the conservation needs, design effective programmes, build the political will, and increase the financial and human resources needed for conservation. It must also bring to bear the real power of its volunteer network. My plan is for SSC to pursue these objectives at regional and national levels, in partnership with IUCN offices, Commissions and members. I envisage a series of regional and national consultations taking place, building up to a global gathering at the proposed IUCN Species Congress at which we shall present a worldwide agenda to address the *Species Crisis*. This agenda will be built through a bottom-up process from the regions and countries, and will be underpinned by SSC's data and knowledge.

In addition to this over-arching priority, which will provide a framework for much of what SSC will do over the coming four years, I will also address the following concerns if I am elected:

- SSC's species assessment work needs to be put onto a sustainable footing. I plan to expand the number of institutions in the Red List Partnership that support our work, and will explore new options for more stable funding.
- By 2012, I want to see SSC's dataset much more broadly representative of the world's biomes and species, so I shall prioritize the completion of major assessments of marine, freshwater and dryland species, and plants.
- SSC will report on whether or not the 2010 Biodiversity Target has been achieved, through the second edition of the Global Species Assessment. We shall also expand the delivery of the IUCN Red List Index as an indicator for the achievement of Millennium Development Goal 7 (on environmental sustainability).
- We shall explore the factors that lead to conservation success on the ground or in the water, as a basis for developing practical guidance, linking to the ongoing work of the SSC Species Conservation Planning Task Force.
- We shall also continue to explore the importance of species for human livelihoods, and factors that determine whether or not use is sustainable.
- We shall focus on newly emerging threats for which we have no immediate remedies, such as climate change, emerging infectious diseases, and ocean acidification, and produce advice on mitigation.
- Finally, I shall implement a new structure of SSC, as developed through an open, consultative process involving key stakeholders in the Commission, and in the IUCN membership and Secretariat, to maximize our contribution to IUCN's 'One Programme' approach.

In summary, as SSC Chair, I intend to adopt an approach based firmly on partnership and participation, but to keep a clear focus on achieving SSC's goal: *The extinction crisis and massive loss of biodiversity will be universally adopted as a shared responsibility and addressed by concerted actions throughout the world.*

On a personal note, I realize that some have questioned the appropriateness of a former staff member running for the office of Chair of a Commission. I have thought long and hard about this, and counsel was obtained from several legal advisers who are familiar with IUCN and who have stated that there is no legal basis for objecting to my candidacy. I have handed in my resignation to the Director General and wish to assure members that my having worked for IUCN will in no way give me an advantage in the election process. It would, however, help me to be an effective Chair, as I have an intimate knowledge of all parts of the complex IUCN network.

WORLD COMMISSION ON PROTECTED AREAS (WCPA)

Nikita Lopoukhine, Canada

Current position: Retired July 2005 from position of Director General, National Parks Directorate, Parks Canada Agency

Professional background: Nikita Lopoukhine has a Forestry Degree and a Masters in Plant Ecology. He was employed for over 37 years with the Canadian Federal Government mostly in the capacity of adviser in ecology with Parks Canada. Prior to that position he undertook biophysical inventories of parks, coastal areas and landscapes. More recently he has managed the Ecological Integrity Branch and the National Parks Directorate of Parks Canada. These latter positions provided an opportunity to lead on policy, legislation and planning for all of Canada's national terrestrial and marine protected areas. He is fluent in English, French and Russian. The past four years, Nikita has chaired the IUCN WCPA.

Experience and past involvement with IUCN:

- Chair of WCPA for past four years and member of WCPA over 15 years
- Served on a number of IUCN Council Committees in the past intercessional period
- Ex-officio member of Canadian Committee of IUCN Executive
- Past Regional Vice-Chair for North America – IUCN Commission on Ecosystem Management
- Provided for Canadian leadership of the Governance Stream at the World Parks Congress in Durban
- Member of Recommendations Committee at Durban
- Co-delivered Management Effectiveness-Ecological Integrity workshop at Durban
- Delivered the Ecological Integrity course at Durban
- Assessed the state of conservation of a World Heritage protected area in China and Australia
- Organized and delivered an Ecological Restoration Workshop at the Montreal World Conservation Congress
- Expert member of potential World Heritage global Boreal sites assessment workshop
- Assessed, for the World Bank, the state of Russia's protected areas and recommended areas for investment
- Past Chair of the Society for Ecological Restoration International (member of IUCN)
- Led Canadian delegation on protected areas at COP 7 in Kuala Lumpur and SBSTTA in Montreal

Institutional support: Parks Canada has agreed to provide an office, computer, email address, fax and telephone. Nikita Lopoukhine has no financial support other than his government pension.

Future priorities for the Commission: WCPA is faced with identifying priorities within an international framework which it had a large hand in forging. From the WSSD targets, the Durban Recommendations and Action Plan, the recently held Durban+ 5 meeting, and Programme of Work for Protected Areas and the IUCN Programme, WCPA has a plate laden with work.

The overriding priority must focus on reinforcing the value of protected areas (PAs) as critical contributors to the conservation of biodiversity and sustainability. Achievement will be realized through further pursuing effective management, poverty alleviation through the maximization of ecosystem services, involving indigenous and local communities, and assuring linkages to broader agendas, in particular climate change adaptation strategies. Financing becomes an underpinning reality that must be addressed. A potential source of financing to be explored is the burgeoning carbon market.

The number of PAs has proliferated in the last decade. Yet, gaps of representation among important ecosystems, particularly in the marine, must be overcome.

The approach that will be pursued in meeting these priorities will be built on cooperation and partnerships. Good examples already exist with UNESCO-WHC, UNEP-WCMC. The joint work of TILCEPA with CEESP is a good example of cooperation among Commissions. Cooperation will be pursued with SSC on measuring biodiversity conservation outcomes, conservation planning. With CEL

a task force on legislative frameworks will be continued. With CEM, cooperative initiatives will be undertaken to implement the Ecosystem Approach within and beyond PA borders and in the emerging issue of ecological restoration. CEC has been working with WCPA and will continue to develop awareness of the values of protected areas. Each IUCN Component Programme and Regional Office will be asked to provide direct input on setting priorities. WCPA membership and regional structure will be reviewed to assure that the full complement of skills is in place to meet these priorities.

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Finances of IUCN in the Intersessional Period 2004–2008

Action Requested: The World Conservation Congress is requested to TAKE NOTE of the attached report on IUCN's finances for the period 2004–2007 presented jointly by the Treasurer and the Director General.

Background

1. In line with Statute 20(c)(ii), this document will present a retrospective view of the evolution of the financial situation over the period 2004–2007, based on actual numbers.
2. The report will be supported by the consolidated financial statements approved by Council for the years 2004–2007, audited by Deloitte S.A., the external auditors appointed by the World Conservation Congress held in Bangkok, Thailand in the fall of 2004.
3. The 2008 budget approved by Council in December 2007 is reported in the Financial Plan document.
4. As of the date of the deadline for documents to be sent to the IUCN members, IUCN's final results for 2007 were not yet finalized. The report on the evolution of IUCN finances for the period 2004–2007 will be provided by the next statutory deadline which is August 6, 2008.

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Financial Plan for the Period 2009–2012

Action requested: The World Conservation Congress is requested to APPROVE the Financial Plan for the period 2009–2012.

Background

1. In compliance with Article 88(e) of the IUCN Statutes and Regulation 88, “The financial plan, necessary to implement the Programme of IUCN submitted to each ordinary session of the World Congress shall specify the growth or reductions in elements of the Programme, staff and administrative costs and changes in the geographical distribution of IUCN’s activities”, this paper presents an income forecast and associated expenditures for the period 2009–2012.
2. The Financial Plan supports the 2009–2012 Programme presented in document CGR/2008/10. The Programme is results based and focused on the delivery of the Union’s Mission. It will be delivered through an integrated approach involving the IUCN Commissions and Secretariat in close collaboration with and on behalf of IUCN members.
3. The Financial Plan 2009–2012 is anchored in and forms an integral part of the IUCN Operational Plan for 2009–2012.
4. The 2005–2008 intersessional period has shown that forecasting IUCN’s income is difficult due to external factors such as an uncertain economic climate and political instability which impact donor priorities, as well as internal factors, in particular the lack of an adequate IT structure in a highly decentralized organization. However, IUCN’s financial and risk management systems have improved, and are expected to continue to do so for the coming intersessional period.
5. The plan takes into consideration the recommendation of the 2007 External Review of IUCN and the trends observed during the last four years (2004–2007), in particular:
 - a. a past average annual growth rate of 6%
 - b. continued improvement in the diversification of the donor base
 - c. moderate but steady increase in framework donors for increased core income for the support of Programme delivery
 - d. the need for significant investments in information technology, additional staff to support the new systems and the renovation of the Headquarters facilities to deliver the same level of staff comfort as the new extension.
6. The Secretariat expects a favourable response to the 2009–2012 Programme from donors since the plan focuses on IUCN’s core business and takes into consideration the relevant recommendations of the IUCN External Review.
7. The Financial Plan does not reflect the impact of the recommendation of the 2008 External Review of the Commissions, as the recommendations from this review were not known at the time of the preparation of the Financial Plan.
8. Achieving the forecast growth in income will depend on IUCN broadening its funding base by attracting additional donor funds as well as by maintaining and enhancing links with traditional donors. Efforts have already been initiated in 2007 to strengthen the Union’s Strategic Partnership functions which are expected to yield returns in 2008.

FINANCIAL PLAN 2009–2012

1. Background

IUCN's assets include its members, its networks of experts in its six Commissions, and a worldwide Secretariat. The way in which it uses its assets to ensure its products and services are attractive is called a value proposition. IUCN's value proposition includes the following¹:

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

IUCN strives to generate adequate and appropriate financial resources and to deploy these resources cost effectively in order to deliver the value proposition through the agreed results set out in the 2009–2012 Programme and Operational Plans. This paper outlines IUCN's Financial Plan 2009–2012.

1.1 Definitions of income

IUCN's income is classified in two categories:

i) Core funds:

Unrestricted Income – includes membership fees, income earned from sales and fees, and voluntary contributions provided by donors with no conditions. Unrestricted income can be used by IUCN for any purpose that is permitted within the Union's statutes and regulations.

Framework Income – income provided by IUCN's framework donors to support the delivery of the IUCN Programme. The only restrictions are that the funds must contribute to the delivery of the Programme and comply with general regulations imposed on the receipt of Official Development Assistance (ODA) funds².

ii) Restricted funds:

Restricted Income – income received for activities defined in programme and project agreements/contracts with donors. The budget and related expenditure is governed by the donor agreement/contract.

IUCN achieved the income targets set out in the 2005–2008 Financial Plan, except for unrestricted core income growth which fell short of expectations. Table 1 indicates that from 2004 to 2007:

- Framework income increased by 5.2% in line with the financial plan
- Restricted income increased by 4.9% compared to 5% predicted in the financial plan
- Unrestricted income increased by 1.5% compared to a projected 4.5% in the financial plan, the shortfall due to fewer sales of publications and lower membership recruitment than anticipated

¹ For a complete description see IUCN's Programme 2009–2012.

² <http://stats.oecd.org/glossary/detail.asp?ID=6043>

Table 1 : Distribution and volume of income (2004–2007)

	Unrestricted Income		Framework Income		Restricted Project Income		Total
	CHF	% of total	CHF	% of total	CHF	% of total	
2004	14.6	14.1%	19.8	19.1%	69.0	66.7%	103.4
2005	14.5	14.4%	19.8	19.8%	65.8	65.8%	100.1
2006	14.9	13.4%	21.7	19.5%	74.7	67.2%	111.3
2007 (indicative)	15.0	13.0%	22.0	19.1%	78.0	67.8%	115.0

2. IUCN's funding and budget model

In 2007, 32% of IUCN's income was from core funds and 68% from restricted funds. Whilst core funds represent the smaller proportion of IUCN's income, they are a particularly valuable component of the funding model as they allow the Union to focus on its real value as a network and to apply its value proposition effectively.

Although IUCN's core funds increased during the past four years (from CHF 34.4 million in 2004, to CHF 37 million in 2007) they declined as a percentage of total income (from 33.3% in 2004, to 32.2% in 2007). The ratio of core funds to restricted funds is not of great concern to IUCN provided the following two conditions are met: a) activities funded under restricted agreements are aligned with IUCN's Programme and Operational Results, and b) IUCN is able to fully recover all costs of implementing projects. An analysis of the project portfolio indicates that:

- Not all projects align well with planned programme and operational results. This mismatch can result in a perception from members and partners that IUCN is not adding value, is donor driven and is running projects in competition with its members.
- IUCN uses income it recovers from projects to fund engagement with members and thus the quality of engagement often depends on the size of the project portfolio and on how well aligned the projects are to the needs and interests of members. Smaller project portfolios and/or misaligned projects create considerable friction with members.
- Cost recovery from projects is often insufficient to cover the real costs of running projects resulting in IUCN effectively subsidizing project implementation with its core funds and reducing IUCN's capacity to invest in much needed core support systems including knowledge management and information technology. (Note that IUCN recovers approximately CHF 20 million per year from projects.)

During 2009–2012 IUCN will seek to improve its funding model by increasing and diversifying the overall funding base (more donors and different sources of income) including by generating more core funds and only accepting restricted funds that can be clearly linked to IUCN's programmatic and operational results and ensure that full costs of project implementation are recovered.

Changes to the funding model will be backed up by changes to the budget model including the development of a multi-year budget process which is results-based. Allocation of core funds will be based on clear criteria and against the anticipated delivery of agreed results. The results-based budget approach will ensure better alignment of projects to the programme and operational results.

The transition to a results-based budget will enable IUCN to better monitor the progress of the Commissions and the Secretariat in delivering agreed results. It will also enable the Secretariat to cut activities and reduce expenditure if income projections fall short. The budget process will also ensure sufficient recovery of costs from projects, and as a result free up core funds. Core and restricted funds will be applied to ensure adequate investment in staff and technologies to better manage governance, knowledge and network engagement, fiscal and financial accountability and reporting.

2.1 Funding the 2009–2012 Programme and Operational Results

The 2007 External Review of IUCN notes that 'IUCN is precisely the type of organization that must be supported and strengthened...' and 'The importance of the Union being highly effective and efficient in working towards mission is more critical than it has ever been.'

It is very much with these thoughts in mind that IUCN's Programme and Operational Plans 2009–2012 aim to deliver the Union's value proposition. The programme focuses on the Union's heartland work of conserving the diversity of life through its **Core Programme Area** – conserving the diversity of life, while also aiming to improve consideration of biodiversity conservation in the following four thematic programme areas:

- **Changing the climate forecast** – Integrating biodiversity considerations and opportunities into climate change policy and practice
- **Naturally energising the future** – Implementing ecologically sustainable, equitable and efficient energy systems
- **Managing ecosystems for human well-being** – Improving livelihoods, reducing poverty and vulnerability, and enhancing environmental and human security through sustainable ecosystem management
- **Greening the world economy** – Integrating ecosystem conservation values in economic policy, finance and markets

IUCN's Operational Plan identifies the following operational results:

- **Governing the Union** – IUCN's governance structures fulfil their mandates in an efficient and effective manner
- **Constituency mobilization** – IUCN's members, Commissions and partners are supported in working towards the IUCN Vision and Mission
- **Programme development and delivery** – IUCN achieves 80% or more of its intended programmatic, policy and organizational results
- **Learning and knowledge management** – IUCN's information and knowledge management, learning and M&E systems, standards and skills and capacities are among the leaders in the not-for-profit community
- **Resources for IUCN's work** – IUCN's staff and Commission members have the necessary skills and resources and are motivated and managed to achieve results
- **Standards, ethics and transparency** – IUCN's operational systems and standards respond to the changing needs of the organization and conservation while being judged ethical, fair and transparent in meeting international standards for corporate social responsibility and accountability.

IUCN's fundraising strategy focuses on the results identified above. Table 2 shows income estimates and targets by category of income for 2009–2012. The targets represent an average annual growth of 6.9 % which is in line with the actual growth that occurred during 2005–08.

Table 2: Income forecast 2009–2012 and 2008 estimate (CHF millions)

	2008 (budget)	2009	2010	2011	2012	Average annual rate
Unrestricted Core Income	13.5	23.1	24.9	27.5	29.4	24.0%
Framework Core Income	23.5	23.9	25.9	25.9	25.9	2.6%
Project Restricted Income	80.8	84.9	89.1	93.6	98.2	5.0%
Total Income	117.8	131.9	139.9	147.0	153.6	6.9%

2.2 Expanding and diversifying the core funding base

IUCN's funding model depends heavily on Official Development Assistance (ODA) which provides 78% of IUCN's total income (including framework and restricted funds). Although ODA has doubled since 2000 (from USD 53 billion to USD 106 billion in 2005)³ with the adoption of the Millennium Development Goals (MDGs), the conservation world has not benefited proportionally as most of this additional funding has been deployed to humanitarian aid and debt relief. Dependency on ODA is made even more precarious when ODA funding priorities shift quickly depending on emerging crises (e.g. Afghanistan, Iraq and the 2004 tsunami). Nevertheless, environmental issues and climate change are of high importance on today's political agenda and donor assistance to climate change and forest issues are expected to increase significantly over the next few years.

IUCN's fundraising strategy acknowledges the importance that ODA funding will continue to play in funding the Union's work, but at the same time the strategy emphasizes expansion and diversification of funding, particularly core funding from non-ODA sources. Key elements of the fundraising strategy are:

- Increase ODA funding via diversified and expanded framework agreements
- Improve recovery of core income from the project portfolio
- Develop private philanthropy through the "Friends of IUCN" initiative
- Seek corporate sector funding for targeted global initiatives
- Expand the membership base, particularly state members, thereby increasing core income from membership
- Recover operational costs incurred by implementing the project portfolio

Table 3 indicates the core income targets for 2009–2012. Core income will be increased from CHF 37 million in the 2008 budget to CHF 55.3 million at the end of 2012. This represents an average annual increase of 11%. The most significant increase is in new categories of core funding. The assumptions behind the income targets in each of the above-mentioned categories are further described below.

Table 3 : Targets for core fund income 2009–2012
(CHF millions)

	2008 (budget)	2009	2010	2011	2012
Membership dues	10.7	11.2	11.4	11.9	12.1
Framework agreements	23.5	23.9	25.9	25.9	25.9
Operational income from project portfolio		1.7	1.8	1.9	2.0
Friends of IUCN (philanthropy and foundations)		3.9	4.4	5.4	5.9
Private sector		3.6	4.6	5.6	6.6
Other miscellaneous unrestricted income	2.8	2.7	2.7	2.8	2.8
Total	37.0	47.0	50.8	53.4	55.3
Annual growth		27%	8%	5%	4%

³ Source: *Financing Development: Aid and Beyond*, OECD, 2007.

2.2.1 Increase and diversify Framework Agreements

Framework agreements with governmental bilateral assistance agencies were first introduced in the early 1990s with a view to supporting a programmatic approach and to mobilizing the core competencies of IUCN. They have been instrumental in strengthening IUCN's Programme, allowing for decentralization, innovation and catalyzing the work of IUCN's scientific, technical and policy networks. They have also provided the necessary financial support for designing and marketing project and programme proposals and thus have enabled IUCN to deliver a large number of conservation results in many countries.

For the period 2009–2012, IUCN is forecasting an annual average increase of 3% in framework income. The target will be achieved by:

- Re-negotiating the current framework agreements which total CHF 23.5 million; and
- Negotiating new framework agreements. An additional three new agreements are forecasted for 2009–2012, and negotiations have already started.

Framework funds will be applied to delivering the Programme results and the related results identified in the Operational Plan.

A particular effort will be made to generate framework income for support services, especially with regards to Information and Communications Technology (ICT). It is worth noting that the 2007 External Review⁴ recommends that:

“DONORS are asked to support the Director General to obtain additional funds for upgrading the ICT backbone of IUCN, and to improve the functionality and quality of databases such as the member databases, and content management systems as a matter of urgency.”

2.2.2 Core income recovered from the project portfolio

As the project portfolio grows, the need to provide operational services and support increases as well. The current cost recovery from the project portfolio is not sufficient to cover the operational costs incurred by its implementation. As a result, IUCN subsidizes project management with its core funds.

Starting in 2008, as part of the reformed budget model, IUCN will seek to recover all reasonable costs from the project portfolio and use this income to fund support services that are essential to delivering the project portfolio. This change will release core funds which will be applied to IUCN core functions, such as membership services.

IUCN expects the project portfolio to grow at 5% per annum and the recovery of core income from projects will match or exceed this rate.

2.2.3 Tapping into philanthropy and foundations

In recent years there has been a significant increase of private philanthropy donations. In the United States 77% of all charitable giving is derived from wealthy individuals either through private giving or through charitable foundations⁵. Through its tax exempt status in the US, IUCN has been a recipient of project restricted funds from US-based foundations for a number of years. For the period 2008–2012, IUCN will put considerable effort into securing core income from foundations and private philanthropy both in the USA and in Europe.

The Secretariat forecasts an increase in income from private philanthropy and foundations from CHF 3.9 million in 2009 to CHF 5.9 million in 2012. In order to achieve this fundraising target, IUCN will establish “Friends of IUCN”, a group of influential individuals that will provide advice and guidance to the Director General on a major institutional fundraising drive with other individuals and foundations.

⁴ The 2007 External Review is available from the Secretariat on request.

⁵ See 2008-2012 Fundraising Plan available from the Strategic Partnerships Unit.

2.2.4 Corporate sector funding

IUCN's engagement with the private sector is multi-faceted and goes beyond raising funds through corporate channels and encompasses collaborative efforts where both parties contribute and add value to each other's areas of work and is based on IUCN's efforts to influence business sectors to improve their practices in relation to biodiversity. IUCN's work with the private sector is guided by its strategy on private sector engagement and rigorous due diligence is applied before any long-term engagement.

Corporate fundraising is projected to generate up to CHF 10 million for the period 2009–2012. In addition to supporting programme activities through restricted funding, companies will be targeted to provide funding for:

- The World Conservation Congresses in 2008 and 2012
- The green extension of the IUCN Headquarters
- The Management Information System (MIS) design and global deployment

Donations in excess of CHF 2 million have already been secured for the extension at Headquarters.

2.2.5 Membership dues

In 2008, membership dues represented 27% of IUCN's core income and 9.2% of the total budget (CHF 117 million). During 2009–2012, membership dues are expected to increase 8% at an average annual growth of 3%. The Secretariat is expecting an annual average growth of 3% in the Government Agencies and Non-Governmental Organizations categories, and is also projecting recruitment of two state members per year.

Income from membership dues is unrestricted and is largely deployed to provide membership-related functions. Revisions to the IUCN budget process will ensure that from 2009 IUCN offices that have representation and membership liaison functions will be provided unrestricted core income that is to be used to deliver better services to members.

2.2.6 Other miscellaneous unrestricted income

This category of unrestricted income consists of revenue generated through sales of IUCN publications, interest income and other *ad hoc* income sources. The income in this category is not consistent from year to year, therefore for financial planning purposes the Secretariat has estimated a moderate yield of only 1% by year in this income category.

2.3 Expanding restricted income

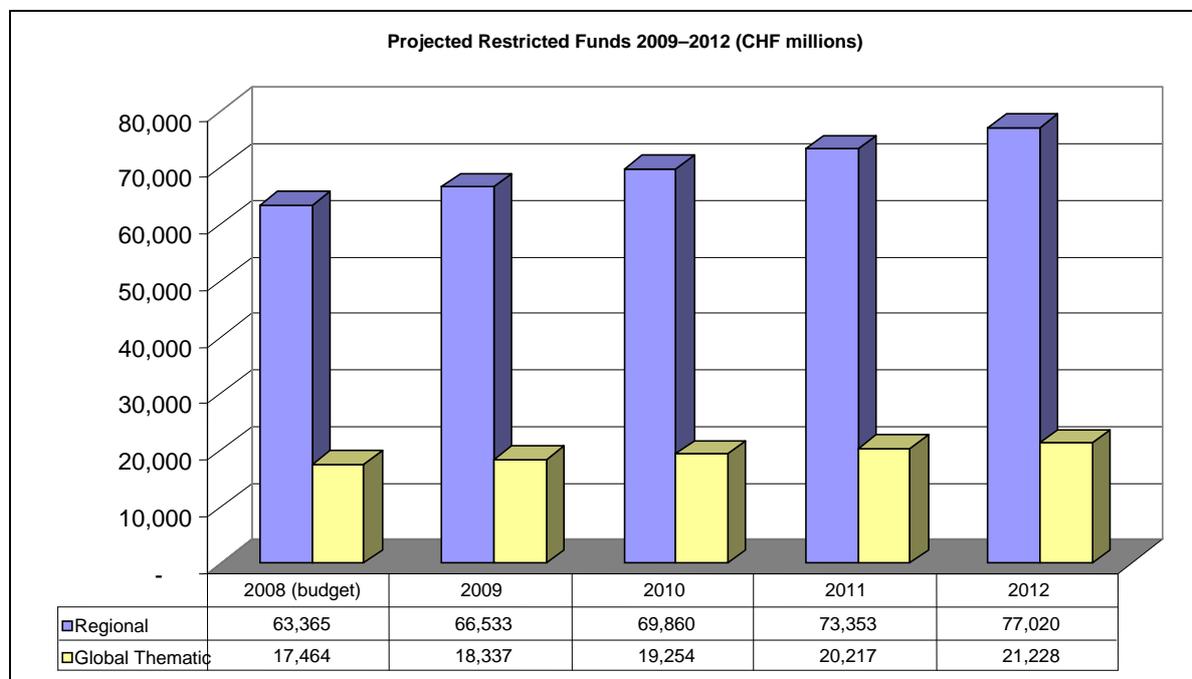
IUCN's restricted income represents 70% of the Union's total funding and comes primarily from ODA funding. Based on recent trends in ODA and emphases on poverty reduction and increasingly on climate change and energy issues, it is anticipated that IUCN will continue to attract generous core support from donors provided that it can continue to demonstrate that biodiversity underpins human well-being and also show that environmental issues need to be incorporated into policies and practical implementation of climate change, energy, poverty and economics (all of which feature in IUCN's Programme 2009–2012). Other restricted funds come from strategic partnerships with the private sector and foundations.

To address concerns identified by the 2007 External Review, amongst other places, IUCN will reconfigure the way it secures and deploys restricted funding. In particular changes will include:

- All project and programme activities undertaken by IUCN regional programmes, global thematic programmes and the Commissions will be required to contribute to the agreed Programme results, emphasizing the Union's value proposition.

- Larger more integrated projects that involve Commissions and the Secretariat with IUCN members will be promoted so as to improve the relevance of IUCN's project portfolio to the Union's mission.

IUCN anticipates that the restricted funding will grow at an annual average of 5% per year, from CHF 84.8 million in 2009 to CHF 98.2 million in 2012. Figure 1 provides an indication of the restricted funding for both Regions and Global Thematic Components for 2009–2012.



2.4 Expenditure plan

The expenditure plan for the intersessional period 2009–2012 is organized around delivering the programme and operational results. It is estimated that expenses will grow from CHF 126.3 million in 2009 to CHF 153.6 million in 2012, which is in line with projected income growth.

Table 4 indicates how expenditure will be distributed across programme and operational results as well as global strategic investments. The projected expenditure has been derived by using forecasts provided by Cost Centre Managers. IUCN will spend on average 79% of available funds on delivery of the Programme, and 21% on operational results which in one way or the other support delivery of the Mission of IUCN. The operational results include support services such as finance, human resources, IT services and administration.

Approximately 60% of IUCN's expenditure will occur directly in the regions and 22% on global programmes, which to a large extent supports programme implementation in the regions.

Table 4: Planned expenditure by Programmatic Priority Areas and Global Operational Results (CHF millions)

Priority Areas/Operational Result	2009	2010	2011	2012
Conserving biodiversity	28.0	29.1	29.2	29.6
Changing the climate forecast	12.2	14.4	16.1	16.7
Naturally energizing the future	6.7	7.9	9.2	10.1
Managing ecosystems for human well-being	32.8	32.0	31.2	31.4
Greening the world economy	13.1	14.7	16.1	17.6
Programme Development and Delivery	9.0	9.3	9.9	10.3
Total Programme Priority Areas	101.7	107.4	111.7	115.7
Governing the Union	3.6	4.1	4.2	4.7
Constituency Mobilization	4.8	3.4	3.4	3.8
Learning and Knowledge management	4.5	4.8	5.5	5.9
Resources for IUCN's work	6.5	9.0	10.2	11.3
Operational systems and standards, Ethics and Transparency	5.3	5.7	6.4	6.6
Total Operational Implementation	24.7	27.0	29.8	32.4
Global Investment (Information technology, renovation of HQ facilities, building of reserves)	5.5	5.5	5.5	5.5
GRAND TOTAL	132.0	139.9	147.0	153.6

Table 5 shows planned expenditure by clusters of cost centres and the percentages of regional and global programme expenditure. The next section will describe further the assumed functions of the cost centre clusters for the period 2009–2012.

Table 5: Planned expenditure by groups of cost centres (CHF millions)	2008			2009			2010			2011			2012			Average annual growth
	Core	Project restricted	Total expenditure													
Director General & Oversight	2.1		2.1	2.4		2.4	2.5		2.5	2.6		2.6	2.7		2.7	5.9%
Regions	8.2	63.4	71.6	10.4	66.5	76.9	11.1	69.9	81.0	11.5	73.4	84.9	11.7	77.0	88.7	5.5%
Global Thematic Programmes	9.7	17.5	27.2	10.2	18.3	28.5	10.9	19.2	30.1	11.4	20.2	31.6	11.6	21.2	32.8	4.8%
Commissions Operations Fund	1.6		1.6	1.8		1.8	1.9		1.9	2.0		2.0	2.0		2.0	5.9%
Constituency Support and Strategic Partnerships	2.7		2.7	2.6		2.6	2.8		2.8	2.9		2.9	2.9		2.9	2.2%
Communications	2.4		2.4	2.4		2.4	2.6		2.6	2.7		2.7	2.7		2.7	3.5%
Global Operations	6.7		6.7	7.3		7.3	7.8		7.8	8.1		8.1	8.2		8.2	5.4%
Global Operational Investment*	1.2		1.2	6.8		6.8	7.9		7.9	9.0		9.0	10.0		10.0	127.2%
Provisions	1.9		1.9	2.1		2.1	2.2		2.2	2.3		2.3	2.4		2.4	5.9%
Building IUCN's reserves**				1.0		1.0	2.5%									
Total	36.5	80.9	117.4	47.0	84.8	131.8	50.7	89.1	139.8	53.4	93.6	147.0	55.2	98.2	153.5	6.9.%

* Includes costs for MIS transformation, running costs of HQ extension and renovation of current HQ facilities.

** Annual strategic investment to IUCN reserves as part of risk management strategy.

During the 2005–2008 intersessional period a number of changes were instigated by the Director General to improve the relevance, effectiveness and efficiency of the Secretariat, particularly in relation to the process of decentralization and processes related to adding value to IUCN's members, Commissions and partners. The 2007 External Review, the 2007 Membership Survey, the 2006 Donor Survey and various Council and Secretariat task forces and working groups have all provided highly valuable guidance on the next steps that are needed in the change management process. In the 2009–2012 period, the Director General will lead an Organizational Development and Change Management Process that among other things will:

- Set in place systems to achieve better synergies between the Secretariat, the Commissions and members, and define roles, responsibilities and expectations of each of these
- Establish systems for IUCN to play an effective role as a global actor, as well as a local one, influencing policy at global and local levels
- Decide on the extent of IUCN involvement in ecosystems and livelihoods issues: at the local level or at the national/policy level
- Review recent recommendations of reviews and other studies and decide which recommendations need addressing (if not addressed in this list)
- Manage the knowledge accumulated by IUCN's Secretariat, members and Commissions effectively so that the fruits of that knowledge reach members and partners in a timely manner
- Ensure that IUCN is a truly international and multi-cultural organization

The following section outlines some of the general investments that will be made in 2009–2012.

2.4.1 Regional investment

As a result of the revised budget model, core income will no longer be allocated along geographical, historical or regional lines, but against expected delivery of results and the units' contributions to the IUCN value proposition. IUCN will strive to invest more at the regional level in membership services and in engaging IUCN's Commissions in regional priorities. It is expected that core investment in IUCN Regional Offices will remain at least at the same level and as far as possible increase in this intersessional period to drive and support membership and Commission activity.

During 2009–2012, the Secretariat will continue to focus on restructuring and strengthening the IUCN Regions. During 2005–2008 the following actions were undertaken and will require further investments in the next intersessional period:

- The Regional Office for Oceania was established in 2006.
- The Regional Office for West Asia and the Middle East (WAME) was relocated from HQ to Amman, Jordan in 2006.
- The four African Regions were consolidated into two regions in 2007 in order to better streamline operational costs in the region and to improve the focus and delivery of the Programme.
- A programme office in Brazil will open in 2008.
- A scoping exercise for a Caribbean Programme was undertaken in 2008, with a view to establishing a programme of work there in 2009.
- A scoping exercise for Central Asia aims to establish a programme of work there in 2009.

In addition, the Secretariat will invest in further strengthening of regional operational capacities such as human resources, financial management and IT support, as well as constituency support, contract management and communications skills.

2.4.2 Investments in Commissions and Global Thematic Programmes

The revised budget process will enable strategic investment in Commissions against delivery of agreed results. The same will apply to global thematic programmes that are currently being re-organized in order to be able to better deliver the 2009–2012 Programme. The Commissions and Global Thematic Programmes play a key role in generating knowledge, linking policy and practice, and influencing standards and practices. They also coordinate large multi-regional project and programme initiatives, and work closely with IUCN's Regional Programmes.

Through the Organizational Development and Change Management Process IUCN will strengthen the Union's core business areas at the global level by improving the integration, management and dissemination of conservation-related knowledge, particularly between Commissions and the Secretariat. Improvements will also be made to oversight of the Programme and to ensuring enhanced synergies between the Secretariat, the Commissions and the members.

IUCN will refocus its investment in linking practice with policy including strengthening its policy team and through a more strategic use of its UN Observer status and its office in New York.

2.4.3 Investment in the Director General and oversight offices

For the period 2009–2012, IUCN will complete a process that began in 2008 to build an Oversight Unit for IUCN. This unit will ensure that IUCN remains transparent, accountable and has the appropriate internal control systems in place to be in compliance with Swiss audit requirements and global best practices. IUCN's Internal Audit function and the strategic evaluation functions will fall under the management of the Oversight Unit which will reside under the Office of the Director General and also report to the Finance and Audit Committee of Council.

The Office of the Director General has a relatively small staff, and consequently low overhead, but has ensured that, through strong liaison and coordination with the various units throughout the regions and in Headquarters, as well as with the Deputy Director General, it can efficiently and effectively govern the organization both for day-to-day management and strategic direction and visioning.

2.4.5 Investment in Constituency Support and Strategic Partnerships

During 2007, IUCN undertook an exercise to restructure and as a result strengthen its global membership units and Conservation Finance and Donor Relations unit. The units were renamed Constituency Support (Membership, Commission and Governance support) and Strategic Partnerships respectively to better reflect the nature of their functions within the Secretariat.

The reorganization of Constituency Support Unit will enable the unit to better respond to the outcomes of the Membership Survey and the recommendations outlined in the 2007 External Review.

The Strategic Partnerships Unit has been strengthened during the last intersessional period, by increasing staff to focus on corporate and private philanthropy fundraising. The Secretariat recognizes that in order to generate more core funding and ensure the strong strategic partnerships with its donors, it needs a skilled and capable professional team.

In financial terms, a significant investment was made in 2008 to ensure that the unit has adequate capacity to perform and deliver on its strategy, and core investment is thus expected to remain stable for the period 2009–2012.

2.4.6 Investment in Global Communications

During 2008, Global Communications finalized its restructuring after the discontinuation of its Publications Unit in Cambridge, UK and a reorganization of its staff at Headquarters. Communication and marketing are key tools for the profiling and positioning of the organization. During 2009–2012 the Global Communications Unit will continue to disseminate IUCN's key message, through strategic positioning and profiling of the organization's flagship products, the implementation of IUCN's new logo, and the active management of media relations.

2.4.7 Investment in Global Operations

With a growing programme and project portfolio, adequate support services are of imperative importance. During the coming intersessional period, IUCN will continue to improve and strengthen its global operations and support services through the following:

- A proactive Human Resource Management Group, which enables and encourages capacity building, career development and the recruitment of highly skilled professionals
- The adoption of best practices in financial standards and treasury management and full compliance with Swiss audit and reporting requirements
- The creation of a contract management and administration unit
- The development of adequate business processes through continuous improvement of the organization's information and technology infrastructure

2.4.8 Investment in Global Initiatives

During the period 2009–2012, IUCN will complete two significant global operational initiatives for which work was started during the current intersessional period.

- Conservation Centre Initiative: the green extension of IUCN Headquarters
- Management Information Systems (MIS) transformation initiative

The Swiss Government has provided an interest free loan to IUCN for the extension of its headquarters in Gland, Switzerland. The building extension will be ready in 2010, and the running costs, as well as the cost of the refurbishment of the existing building will be funded through additional core funding and overhead allocation.

In 2008, IUCN started the transformation of its Management Information Systems. This transformation, which will be complete in 2012, and which will cost an estimated CHF 10–15 million will be funded through targeted fundraising efforts. Following the initial implementation of the systems, outsourcing will be considered as an option to reduce ongoing costs. However, the investment will result in improved operational efficiency and better project management, which will facilitate better cost recovery and overhead allocation to cover the running costs of the systems. As noted in the 2007 IUCN External Review, the transformation of IUCN's information technology structure is necessary if the Union is to strengthen its knowledge management functions and capacities. In addition, in order to meet and comply with tighter international rules and regulations for NGOs, IUCN has to adapt and revise current business processes, and needs information technology to do so.

2.4.9 Strategic Investment in IUCN's Reserves

Building the IUCN reserves is part of IUCN's risk management strategy for 2009–2012. Reserves mitigate the exposure of the organization to external risks such as sudden shifts in donor priorities, adverse foreign exchange rate fluctuations, as well as unexpected needs for provisions. The Secretariat will aspire to increase the IUCN Fund, which is a Council designated fund, to a level equalling three months of operating expenditure.

Concentrated fundraising efforts to increase core funding and improved IT systems will enable the Secretariat to increase reserves through centralized and standardized systems. Furthermore, it is anticipated that improved treasury and asset management will facilitate additional annual allocations to the global IUCN Reserves.

3. Financial risks

Like many organizations, IUCN faces a number of financial risks that can jeopardize its future. While it is impossible to completely eliminate the financial risk exposure of the organization, IUCN will actively manage, mitigate and monitor the following risks.

3.1 Core income declines

Core income has increased steadily over the past two intersessional periods but this is no guarantee that such increases will continue. As mentioned above, donor funding priorities change over time and whether IUCN is seen as worthy of investment depends both on donor priorities and on the performance of IUCN itself. If core funding declines, particularly if this happens unexpectedly, the Union is placed at considerable financial risk. Moreover, having consistent core income is essential to making structural investments that are now becoming urgent and necessary for IUCN.

Core income also enables medium- and long-term planning and supports sound budget management.

IUCN has been successful in securing an additional framework agreement in 2007 and 2008, but more core support is needed to support both structural investments and build adequate reserves.

The Financial Plan 2009–2012 addresses this risk by making fundraising for core funds a key priority for IUCN. The Programme and Operational Plans for the same period are specifically designed to ensure that results are clear and thus donors can have confidence that IUCN will use their funds wisely and be able to report on such usage.

3.2 Foreign exchange risk

IUCN will always be exposed to foreign exchange fluctuations, as most of its sources of income are received in other currencies than its accounting currency (Swiss Francs). IUCN does not use hedging instruments against currency fluctuations as the timing of cash inflows is too difficult to predict, and the current accounting system is not sophisticated enough to manage the balance between income and commitments in exotic currencies. Exposure to foreign exchange risk can only be partially managed by monitoring the actual value of payments received against the currency of the budgets and adjusting as much as possible when losses incur.

New systems will help to mitigate this risk and consolidating banking relationships will also assist in better asset management.

In 2009, IUCN will change its reporting and accounting currency from Swiss Francs (CHF) to Euros (EUR) in order to help minimize foreign exchange exposure. In addition, with the planned improvements in the IT infrastructure, tools will be available to better forecast and, as a result, adjust the budget against foreign exchange risk before actual losses are incurred.

3.3 Risks associated with the realignment and potentially reduction of the project portfolio

The 2007 IUCN External Review recommends that: *“A significant realignment (and potentially a reduction) of the project portfolio occurs in a way that enables IUCN to have project resources that are more focused on its strategic influencing, learning, innovation and knowledge management functions.”*

IUCN recognizes the validity in this recommendation and has commenced acting on it. However, it is important to note that the project portfolio currently represents 70% of the overall annual budget of the organization and a too rapid shift could significantly destabilize the financial viability of IUCN, keeping in mind that the organization does not have sufficient reserves to bridge such a transition. This can be solved by careful management of the transition including monitoring of unintended consequences.

3.4 Inadequate IT systems

The capacity of an organization to monitor and respond to financial risks depends to a considerable extent on the quality of the systems. Without this the Secretariat cannot accurately forecast finances and thus is forced to manoeuvre within large ranges of estimated net results. Improved IT systems enhance the ability of the Secretariat to identify and mitigate potential deficit situations and optimize the use of the income available with regards to increased return on liquidity.

The Secretariat has started the process of improving its Management Information Systems, and plans to have an integrated financial and project management system up and running by 2012.

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Financial Statements for 2004–2007

Action Requested: The World Conservation Congress is requested to APPROVE the audited Financial Statement for the years 2004, 2005, 2006 and 2007. The 2004–2006 statements are included in Annexes 1–3 respectively.

Background

1. The report of the Finance and Audit Committee of Congress is supported by the consolidated financial statements approved by Council for the years 2004–2007, audited by Deloitte S.A., the external auditors appointed by the World Conservation Congress held in Bangkok in the fall of 2004.
2. The 2008 budget approved by Bureau in December 2007 is reported in the Financial Plan document. An update will be provided by the Secretariat to the 70th meeting of Council.
3. As of the date of preparation of this paper, the 2007 audited financial statements were not yet finalized. They will be provided by the next statutory deadline which is August 6, 2008.



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INDEPENDENT AUDITOR'S REPORT

To the Council of the
International Union for the Conservation
of Nature and Natural Resources, Gland (Switzerland)

IUCN - International Union for the
Conservation of Nature and Natural Resources,
Gland (Switzerland)

Consolidated Financial Statements for the
Year ended December 31, 2004
and Auditors' Report

We have audited the accompanying consolidated balance sheet of the International Union for the Conservation of Nature and Natural Resources ("IUCN") as at December 31, 2004, the consolidated statements of income and expenditure and cash flows for the year then ended, and the notes to the financial statements. These consolidated financial statements are the responsibility of IUCN's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of IUCN as at December 31, 2004, and the consolidated results of its operations and cash flows for the year then ended in accordance with the accounting policies described in note II.

DELOITTE & TOUCHE SA

Jean-Marco Jenny Jürg Gehring
J.M. Jenny *J.Gehring*
Auditors in charge

March 18, 2005

Attached : Financial statements (consolidated balance sheet, consolidated statement of income and expenditure, consolidated cash flow statement and notes)

Member of
Deloitte Touche Tohmatsu

IUCN - THE WORLD CONSERVATION UNION

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

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IUCN - THE WORLD CONSERVATION UNION
CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2004

(In thousands Swiss Francs)	Notes	2004	2003
ASSETS			
Current assets			
Cash and short term bank deposits	III	42,711	37,535
Marketable securities	IV	5,992	5,597
Membership dues receivables	V	5,656	4,116
Staff receivables	VI	457	385
Receivables from Partner organisations	VII	459	409
Other account receivables		1,195	1,985
Subtotal		56,470	50,027
Framework agreements receivables	VIII	1,139	407
Project agreements receivables	IX	5,850	7,287
Total current assets		63,459	57,721
Fixed assets (Net)		12,418	12,738
Land and buildings		1,725	1,585
Furniture, fixtures and equipment		14,143	14,323
Total fixed assets	X	14,143	14,323
TOTAL ASSETS		77,602	72,044

LIABILITIES AND FUND BALANCES			
Liabilities			
Current liabilities			
Membership dues paid in advance	XI	1,511	885
Accounts payable and accrued liabilities		5,288	4,960
Social charges payable		418	548
Staff leave and repatriation liabilities	XII	956	925
Advances by donors on project agreements	IX	36,747	33,453
Deferred income on framework agreements	VIII	387	693
Miscellaneous current liabilities		45	224
Total current liabilities		45,352	41,688
Provisions			
Staff termination	XIII	2,366	2,324
Membership dues in arrears	V	2,244	2,493
Projects in deficit	XIII	1,656	1,422
Congress and other provisions	XX	84	704
Total provisions		6,350	6,943
Headquarters building fund	X	11,717	12,025
Reserves and net balance from operations			
IUCN Fund	XIV	6,349	6,241
Currency translation adjustment	XV	445	(1,657)
Cost Centres Reserves	XVI	3,164	3,226
Secretariat Contingency Fund	XVI	4,225	3,578
Total reserves and net balance from operations		14,183	11,388
TOTAL LIABILITIES AND FUND BALANCES		77,602	72,044

See notes to the consolidated financial statements as indicated.

IUCN - THE WORLD CONSERVATION UNION
CONSOLIDATED INCOME & EXPENDITURE STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2004

	Year 2004			Year 2003			Total
	Secretariat Unrestricted	Framework Agreements	Project Agreements	Secretariat Unrestricted	Framework Agreements	Project Agreements	
EXTERNAL OPERATING INCOME							
Membership dues invited during the year	9,873			9,181			9,181
Swiss Government Tax Rebate	1,420			1,289			1,289
Agreements income	796	20,528	67,295	383	20,470	66,101	88,524
Publication sales and subscriptions	153	0	23	172	0	0	172
Other operating income	2,307	0	1,728	2,492	(5)	2,046	4,637
TOTAL EXTERNAL OPERATING INCOME	14,849	20,528	69,007	13,444	20,467	68,149	102,260
INTERNAL ALLOCATIONS							
Framework allocations	17,523	(20,078)	2,235	17,528	(20,398)	2,819	(60)
Cross charges from projects	14,458	(250)	(14,185)	14,223	(517)	(11,653)	2,095
Other internal allocations	(102)	(1)	411	511	92	(2,695)	(2,093)
NET ALLOCATION	31,879	(20,329)	(11,551)	32,263	(20,823)	(11,439)	0
OPERATING EXPENDITURE							
Personnel costs	34,877	24	23,765	33,869	183	24,418	58,469
Travel and communications	2,852	57	6,773	2,884	99	6,126	9,910
Vehicles & Equipment - costs & maintenance	1,540	4	3,058	1,463	0	2,779	4,242
Office and general administrative costs	4,060	20	2,970	4,281	23	3,811	7,614
Publications and printing costs	1,198	20	2,741	1,064	91	2,207	3,562
Workshops and grants to partners	1,730	409	11,507	1,627	683	11,133	13,443
Other operating expenditure	625	(31)	1,922	789	8	385	1,182
Project cross charges	(805)	0	0	(821)	0	0	(821)
TOTAL OPERATING EXPENDITURE	45,874	503	52,735	44,855	1,097	50,369	96,401
NET OPERATING SURPLUS (DEFICIT)	555	(306)	4,721	762	(1,442)	6,351	5,660
OTHER INCOME (EXPENDITURE)							
Interest income	449	0	54	539	0	54	593
Financial charges	(211)	(0)	(104)	(280)	(0)	(196)	(477)
Capital gains/(loss)	46	0	0	65	0	1	66
Net gains/(losses) on foreign exchange	(13)	0	59	1,448	(11)	81	1,515
Net movements in provision and write-offs	(132)	0	0	(781)	0	1	(780)
TOTAL OTHER INCOME (EXPENDITURE)	140	(0)	9	888	(11)	(19)	957
NET SURPLUS (DEFICIT) FOR THE YEAR	694	(306)	4,730	1,240	(1,454)	6,331	6,617
Movements in framework receivables/deferred income							
Movements in projects advances and deferred income		306	(4,730)	(219)	1,454	(6,331)	(4,586)
Allocation to IUCN Fund	(109)			(109)			(210)
NET MOVEMENT IN BALANCE FROM OPERATIONS	586	(0)	0	1,524	0	0	1,524

See notes to the consolidated financial statements as indicated.

IUCN - THE WORLD CONSERVATION UNION
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2004

In thousands Swiss Francs (CHF)	2004		2003	
	Notes			
Cash flows from operating activities				
Net Balance from Operations		586		1,524
Adjustment for items not involving cash movements:				
Depreciation charge for the year	X	905	983	
Release of depreciation charge from HQ Building Fund		(308)	(308)	
Net movement in provisions for membership dues in arrears	XIII	(249)	785	
Net movement in provisions for projects in arrears	XIII	284	88	
Net movement in provision for World Conservation Congress 2004	XIII	(620)	154	
Net movement in the provision for staff termination	XIII	42	124	
Net movement in staff leave and repatriation liabilities	XII	31	45	
Net adjustment for items not involving cash movements		36	1,862	
Net Cash from Operating activities		622	3,386	
Application of funds on fixed assets and working capital				
Purchase of fixed assets	X	(727)	(630)	
Net movement in Marketable securities		(395)	(213)	
(Increase)/Decrease in Membership dues receivable		(1,540)	392	
(Increase)/Decrease in Staff receivables		(71)	33	
(Increase)/Decrease in receivables from Partner Organisations		(50)	(368)	
(Increase)/Decrease in Other Accounts Receivables		730	(304)	
Increase/(Decrease) in membership dues paid in advance		626	710	
Increase/(Decrease) in accounts payable and accrued liabilities		(130)	(207)	
Increase/(Decrease) in Miscellaneous current liabilities		(179)	(246)	
Increase/(Decrease) in Council Designated Reserves		108	408	
Transfers from previous year's reserves		0	0	
Net application of funds on fixed assets and working capital		(1,241)	(295)	
Framework agreements and project balances				
(Increase)/Decrease in Framework agreements receivable		(732)	(109)	
(Increase)/Decrease in Project agreements receivable		1,437	300	
(Increase)/Decrease in Advances on project agreements		3,284	6,031	
(Increase)/Decrease in Deferred income on framework agreements		(305)	(1,454)	
Net movements on framework agreements & project balances		3,693	4,768	
Effect of Exchange rate changes	XV	2,102	(1,233)	
Net Cash Inflow/(outflow) for the year		5,176	6,626	
Cash and Short term deposits at the beginning of the year	III	37,535	30,909	
Cash and Short term deposits at the end of the year	III	42,711	37,535	

See notes to the consolidated financial statements as indicated.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

5. Foreign exchange

In accordance with IUCN Regulations, the reporting currency is Swiss Francs (CHF) in which IUCN Headquarters accounting records are maintained. However all offices except the UK maintain their ledgers and books of accounts in US Dollars (USD) or Euros (EUR).

The following accounting policies were applied while converting transactions and balances to the reporting currency:

- Transactions denominated in currencies other than the office ledger currency are converted and recorded based on the exchange rates prevailing at the date of the transaction. At the end of the year all accounts maintained in the original currencies are valued to the currency of the office ledger at the year-end rate. The gains and losses created are recognised in the income and expenditure statement of that ledger.
- At consolidation, all transactions in non-CHF ledgers are translated at the monthly rate of exchange, and the resulting gain or loss on exchange is accounted for in the income and expenditure statement.
- Except for fixed assets, which are stated at historical values, the consolidated balance sheet is translated at the year-end exchange rate and the resulting net unrealised gain or loss is shown as currency translation adjustment in the balance sheet.
- Project balances expressed in USD and EUR base currencies were revalued to CHF for the first time in 2004 using the end of year exchange rates. In previous years, the balances were reported in the CHF historical values. The resulting net unrealised gain or loss is recognized in the currency translation adjustment.

6. Year-end Exchange Rates

The following are the principal rates of exchange used at the end of the year to revalue the balance sheet items to Swiss Francs (CHF) for reporting purposes:

	31 December 2004	31 December 2003
US Dollar	1.1318	1.2423
EURO	1.5440	1.5595

7. Fixed assets

Fixed asset purchases are capitalised when the purchase price is CHF 500 and above (or the equivalent in other currencies) and when ownership resides with IUCN. Fixed assets are depreciated over their estimated useful lives on the following basis:

- Computer hardware and software 3 years
- Vehicles 4 years
- Office Equipment 5 years
- Office Furniture 7 years
- Building Renovations 10 years
- Buildings 50 years

8. Provision against Membership dues receivable

Provision for membership dues in arrears is calculated based on the outstanding balance at the close of the year. As approved by the council, the provisions are calculated on the following basis:

- Membership dues outstanding for five or more years 100%
- Membership dues outstanding for four years 80%
- Membership dues outstanding for three years 60%
- Membership dues outstanding for two years 40%
- Membership dues outstanding for one year 20%

The provision against the arrears of some state members is calculated on an individual basis after a review of their own special situations.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

I. ACTIVITY

IUCN-The World Conservation Union was constituted by Statutes adopted in 1948 at a conference convened by the Republic of France, with membership comprised of States, Governmental Agencies, and International and National Non-governmental Associations. The members registered IUCN Statutes as an international association of governmental agencies and non-governmental organizations under Article 60 of the Swiss Civil Code. The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

IUCN held the World Conservation Congress (WCC) during the year as required under the Statutes. The WCC was held in Bangkok, Thailand from 15 to 24 November 2004. The previous WCC was held in 2000 and the next one will be held in 2008.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are in thousands Swiss Francs (CHF) unless otherwise indicated.

1. Income

All unrestricted income is accounted for on an accruals basis. Framework agreement income, which is not of a project nature, is recognized on an accruals basis once the agreement has been signed. Project income is recognized on the basis of the expenditure incurred.

2. Expenditure

All unrestricted expenditure is accounted for on an accruals basis. Project expenditure is generally accounted for on a cash basis except at the end of the project when it is recognised on an accruals basis.

3. Project agreements

Project agreements are funds received or to be received from donors in accordance with specific agreements. These funds are subject to a restricted use, usually determined by specific budget lines included in the agreement.

At the close of the year, based on the accrued expenditure and cash income, projects may be in positive or negative balances. The sum of the positive balances is reported as Advances by donors on Project Agreements in the Balance Sheet while the sum of the negative balances is reported as Project Agreement Receivables.

4. Framework agreements

Framework agreements represent funds received or to be received from donors in accordance with signed agreements. These funds are subject to some restriction in their use, but unlike projects, the restrictions are more generic and generally determined by geographic or thematic conditions.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

9. IUCN Fund

The IUCN Fund is maintained in order to preserve the Union's capital base. All income earned on the fund during the year is added to its capital value. The use of the fund is governed by the IUCN Council as a last resort in the event of a major financial crisis.

The Wasaa facility fund was set up following the acquisition and outfitting of the Wasaa building in Nairobi, Kenya using funds advanced at the time from the World Conservation Trust Fund which is now part of the IUCN Fund. The separate restricted reserve of CHF 231k at 31 December 2004 (2003 - CHF 205k) was created to account for repayment of the capital amount and is included as part of the IUCN Fund. IUCN is required to maintain separate books of accounts for the Wasaa Trust under the laws of Kenya in which it is domiciled.

10. Unrestricted income

This represents funds received by IUCN without externally imposed restrictive conditions.

III. CASH AND SHORT TERM DEPOSITS

As at 31 December 2004, cash and short-term bank deposits included all bank accounts operated by IUCN. Of the balance held at Headquarters, CHF 82k (2003 - CHF 39k) are part of the IUCN Fund. The analysis by region is as follows:

Region or Office	2004	2003
Asia	3,801	3,233
Canada	139	83
Central Africa	349	577
Central America	1,350	904
Eastern Africa	723	667
Europe	632	299
Environmental Law Centre, Bonn Headquarters	181	355
Mediterranean	31,722	25,751
South America	132	218
Southern Africa	2,243	3,844
United Kingdom	22	83
United States	359	258
Western Africa	920	1,175
TOTAL	42,711	37,535

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IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

Current account balances

The cash balances at Headquarters are represented principally by the following current account balances between Headquarters and the regional offices. Country offices that report directly to regional offices do not have a direct current account relationship with Headquarters other than for Russia, which has been included as part of the balance due to Regional Office for Europe. The balances of the current accounts between Headquarters and regions as at 31 December 2004 are shown below. Credit amounts are shown as negatives and indicate amounts owed to the regions by Headquarters as at that date.

Region or Office	Balance 31 Dec 2004 in currency	2004 Equivalent CHF	Balance 31 Dec 2003 in currency	2003 Equivalent CHF
Asia Regional Office	USD (5,420)	(6,154)	(139)	(173)
Canada	USD (117)	(132)	(152)	(188)
Central Africa Regional Office	EUR (60)	(93)	249	388
Regional Office for Central America	USD (422)	(477)	(745)	(926)
Eastern Africa Regional Office	USD (923)	(1,044)	(1,442)	(1,792)
Regional Office for Europe	EUR 20	31	(180)	(280)
Environmental Law Centre, Bonn	EUR (639)	(987)	(517)	(806)
Mediterranean	EUR (326)	(503)	(731)	(1,140)
Regional Office for South America	USD (177)	(201)	(176)	(219)
Regional Office for Southern Africa	USD (96)	(109)	(294)	(365)
United Kingdom	CHF (553)	(553)	(668)	(668)
United States of America	USD (387)	(438)	(264)	(328)
Regional Office for West Africa	EUR (2,386)	(3,684)	(1,229)	(1,917)
Wasaa Trust loan account	CHF 252	252	288	288
Wasaa Trust Current Account	CHF 20	20	17	17
IUCN Fund Current Account	CHF -	-	(340)	(340)
TOTAL		(14,952)		(8,450)

Cash flow statement

The Cash flow statement has been prepared in a format that shows the sources and applications of cash resources available within IUCN. During the year, IUCN cash and short-term deposits increased by CHF 5,176k as analysed above.

IV. MARKETABLE SECURITIES

The portfolio of marketable securities is the principal component of the IUCN Fund. The portfolio is stated on the balance sheet at the lower value of cost or market at 31 December. This evaluation has been done on an individual security basis.

	Cost	Market value	Lower of Cost or Market
2004			
Marketable Securities - IUCN Fund	6,082	6,186	5,992
2003			
Marketable Securities - IUCN Fund	5,710	5,750	5,597

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IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

VII. RECEIVABLES FROM PARTNER ORGANISATIONS

These amounts represent balances due from or (due to) organisations associated with IUCN, and which were outstanding as at 31 December.

Description	2004	2003
RAMSAR Convention Bureau	221	(32)
Cat Specialist Group	(0)	(1)
Traffic International	54	77
European Mountain Forum	0	190
Tropical Forest Trust	8	4
Other receivables	176	171
Total Receivables from Partner organisations	459	409

Other receivables comprise of partner organisations in South America CHF 59k (2003 - CHF 62k), United Kingdom CHF 76k (2003 - CHF 70k), Asia CHF 35k (2003 - CHF 33k) and Meso America CHF 6k (2003 - CHF 6k).

VIII. RECEIVABLES AND DEFERRED INCOME ON FRAMEWORK AGREEMENTS

Receivables on Framework Agreements represent the balances of the framework agreements not received as at the end of the year. Amounts outstanding are normally accrued and included as part of the framework agreements income. The outstanding amount as at 31 December 2004 was CHF 1,139k due from two framework agreements donors compared to 2003 amount of CHF 407k due from one donor.

Deferred income on Framework Agreements represents the net balances on the restricted activities funded by framework agreements or income received in advance of the period in which it relates. Unlike projects, deficits are netted off the surpluses taking account of the balances brought forward from the previous year. As at 31 December 2004, the net deferred income on framework agreements amounted to CHF 387k (2003 - CHF 693k). The balance as at 31 December 2003 is before the revaluation of framework agreements balances as indicated under note XV below, the net effect of which amounted to CHF 61k reduction in the balances in line with the decline of the USD and the EUR.

IX. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

Receivables and Advances on project agreements are calculated respectively from the portfolio of projects in deficit and from the portfolio of projects in surplus at the close of the year. Both are calculated at the main project level and amount to the following as at 31 December 2004: Project agreement receivables - CHF 5,850k (2003 - CHF 7,287k) and Project advances to CHF 36,747k (2003 - CHF 33,453k). The balance as at 31 December 2003 is before the revaluation of project balances as indicated under note XV, the net effect of which amounted to CHF 2,610k reduction in the balances in line with the decline of the USD and the EUR.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

V. MEMBERSHIP DUES RECEIVABLES AND PROVISIONS

Provisioning for Membership dues in arrears is made in line with the policy approved by the IUCN Council, described in note II.8 above. Two state members of IUCN had been given special treatment while calculating the provisions in 2003. However, one of those state members paid most of the outstanding dues following the end of 2004 and was thus taken out of the special situation. Consequently there was a reduction in the provision amount at the end of 2004. In addition, provisions amounting to CHF 104k were utilised to write off 2002 and 2003 invoices owed by a government agency.

Description	2004	2003
Gross Membership Dues Receivable	5,656	4,116
Provision against dues in arrears	(2,244)	(2,493)
Net Membership Dues Receivable	3,412	1,623

Aging Analysis of the Membership dues outstanding

	Before 2000	2000	2001	2002	2003	2004	Total
State Members	243	375	430	504	629	2,341	4,523
Government Agencies	4	9	38	60	129	301	542
International NGOs	0	2	3	7	10	27	49
National NGOs	6	27	46	86	102	201	467
Affiliates	2	4	4	16	18	31	75
Total	255	417	522	673	889	2,900	5,656
Percentage of total	5%	7%	9%	12%	16%	51%	100%

VI. STAFF RECEIVABLES

Staff receivables are comprised of travel advances, payroll advances and loans to staff outstanding as at 31 December. The credit amounts within the staff accounts that are due to staff are netted off with the receivables.

	2004	2003
Net Travel Advances	263	301
Payroll advances and Staff Loans	194	84
Total Staff Receivables	457	385

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

X. FIXED ASSETS

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful life as per note II.7 above. The Headquarters building is discussed in more detail in the note below.

	Vehicles Equipment	Headquarters Building	Land and Other Buildings	Total
Cost:				
Balance 01-01-2004	8,169	17,643	794	26,606
Additions	727	0	0	727
Balance 31-12-2004	8,896	17,643	794	27,333
Depreciation				
Balance 01-01-2004	(6,584)	(5,618)	(82)	(12,284)
Charge for the year	(587)	(308)	(11)	(906)
Balance 31-12-2004	(7,171)	(5,926)	(93)	(13,190)
Net Book Value:				
Balance 31-12-2004	1,725	11,717	701	14,143
Balance 01-01-2004	1,585	12,025	713	14,323

HEADQUARTERS BUILDING

1. Headquarters building, fixtures and fittings

During the period 1990 to 1993, IUCN received donations from the Swiss Confederation, the Canton of Vaud, the Commune of Gland and other donors for the purpose of constructing a facility to house the IUCN Secretariat Headquarters. The Commune of Gland gave IUCN the right to use the land, at no cost, for 50 years, beginning in 1993. As at the date of assignment, the land was valued at CHF 4,250k; this value is not reflected in these financial statements.

Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss government. If disposed of, the Swiss Government will recuperate its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in the fixed assets but is offset by a corresponding fund created to recognise the restricted nature of the building.

2. Accumulated depreciation on the Headquarters building

The building is depreciated over the 50-year land-use right. Depreciation began on 1 January 1993 and has been charged to the Headquarters building fund. Therefore the net Headquarters building asset balance of CHF 11,717k (2003 - CHF 12,025k) reflects the capitalised value of CHF 17,643k less the accumulated depreciation as of 31 December 2004 amounting to CHF 5,925k (2003 - CHF 5,617k) for which there is a corresponding Headquarters building fund shown on the balance sheet.

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IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

3. Insurance value of fixed assets

As at 31 December 2004, the fixed assets at Headquarters were insured for CHF19,449k (2003 - CHF 17,310k). The WASAA building in Kenya and the fixed assets are insured for Kenya Shillings 44.5 million (CHF 648k), which is the estimated replacement value. The building in Zimbabwe and the fixed assets are insured for Z\$ 500 million (CHF 101k).

XI. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represents amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 5,288k as at 31 December 2004 (2003 - CHF 4,960k), CHF 2,334k (2003 - CHF 1,216k) related to Headquarters and the balance to regional and country offices.

XII. STAFF LEAVE AND REPATRIATION LIABILITIES

Staff leave refers to the holiday entitlement, which had not been taken up by staff by the end of the year. Staff members at Headquarters are not allowed to carry forward a cumulative leave balance of more than 10 days from one year to another, any outstanding leave days are normally covered as part of the normal staff notice period. The recognition of liabilities against staff leave at Headquarters is therefore not necessary. Regional Offices are required to review their own situations locally and do what is necessary in order to comply with local laws. There was no change in the policy for liabilities for staff repatriation. This amount covers the estimated cost of repatriation of all international staff currently on the payroll.

XIII. PROVISIONS

1. Provision for Staff Termination

The provision against costs associated with termination of staff contracts is calculated separately for each office to be in compliance with local labour law requirements. A recommendation of 10% of the gross payroll costs is made for offices that are not bound by local laws in this respect and is provided as a target amount. This is the case at Headquarters.

2. Provision for Projects in deficit

The provisions against projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred. The following is an analysis of these provisions by region:

	2004	2003	Variance
Asia Region	318	411	(93)
Central Africa Region	255	255	0
Eastern Africa Region	243	252	(9)
Europe Region	218	63	155
Headquarters	307	140	167
Southern Africa Region	36	21	15
Western Africa Region	259	260	(1)
Other Offices	20	20	(0)
Total	1,656	1,422	235

Other offices include the Environmental Law Centre and the IUCN UK Office in Cambridge. There were no write-offs of project balances during 2004.

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IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

XIV. IUCN FUND - COUNCIL DESIGNATED RESERVES

The reserves and funds, as detailed below, are maintained to reflect the restricted nature of certain income and to protect IUCN's financial position against possible future adverse operating conditions. During the year ended 31 December 2004 there was a net surplus of the fund's operations of CHF 108k (2003 - CHF 216k). The analysis of the movements of the fund is as follows:

	WASAA Trust Fund	IUCN Fund	TOTAL
Balance as at 1 January 2004	205	6,036	6,241
Notional Rental / Interest Income	50	90	140
Capital Gains		43	43
Marketable Securities Revaluation Gains		23	23
Expenses	(24)	(74)	(98)
Net movements during the year	26	82	108
Balance as at 31 December 2004	231	6,118	6,349

XV. CURRENCY TRANSLATION ADJUSTMENT & FOREIGN EXCHANGE GAINS (LOSSES)

Currency translation adjustment represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of the US Dollar and the Euro against the Swiss Franc. All ledgers other than those at Headquarters and the United Kingdom are expressed in either the US Dollar or the Euro. All assets and liabilities except fixed assets are revalued to the Swiss Franc at the respective rates at the end of the year and the resulting revaluation gain or loss is posted to the currency translation adjustment shown separately under the balance sheet. Fixed assets are carried at historical values.

Advances (by donors) and deferred income on both project agreements and framework agreements that were expressed in USD or EUR were revalued to CHF at the end of year exchange rate. The net effect relating to project balances as at 31 December 2004 was an unrealised gain of CHF 3,209k of which CHF 2,336k related to the balances as at 31 December 2003.

There was a net loss of CHF 1,107k on the revaluation of the other balance sheet items as at 31 December 2004 compared to CHF 2,082k in 2003. This was attributable to the continuing decline of the US Dollar against the Swiss Franc.

Exchange gains and losses at the respective ledgers level were dealt with in the income and expenditure statement. The unrestricted gain on exchange in the year 2004 amounted to a net of CHF 68k (2003 - CHF 1,445k).

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

XVI. COST CENTRES RESERVES AND SECRETARIAT CONTINGENCY FUND

Reserves and cost centres balances have been adjusted as at 31 December 2004 to reflect the end of year CHF values of the balances in the respective ledgers.

IUCN CONSOLIDATED RESERVES SUMMARY As at 31 December 2004	2003		2003		2004		2004		2004		2004		Net	
	Reserves	movement	Transfer	2004	2004	2004	2004	2004	2004	2004	Provisions	Provisions	Reserves	Balance
	CHF	CHF	to Cost	Reserve	movement	Reserve	transfer	Reserve	transfer	Reserve	In Deficit	In Deficit	CHF	CHF
			Fund	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF
West Africa	EUR	214	(20)	0	183	39	(16)	319	(16)	319	(259)	(259)	60	
Environmental Law Centre	EUR	40	19	(3)	51	21	(9)	99	(9)	99	(16)	(16)	83	
Asia	USD	1,180	(5)	0	1,175	(15)	0	1,313	(15)	1,313	(318)	(318)	995	
Canada	USD	88	0	0	88	0	0	99	0	99	0	0	99	
Central America	USD	177	(9)	0	119	3	(1)	136	(1)	136	0	0	136	
Southern Africa	USD	429	(2)	(67)	360	(207)	0	173	(207)	173	(36)	(36)	138	
South America	USD	9	(6)	0	4	(0)	0	4	(0)	4	0	0	4	
Central Africa	EUR	0	21	(8)	12	0	(0)	20	(0)	20	(256)	(256)		
Europe	EUR	0	42	(21)	21	(4)	0	26	(4)	26	(218)	(218)		
Commissions	Various	112	18	(48)	82	18	(8)	92	(8)	92	0	0	92	
3 IC Funds	CHF	617	(112)	0	505	361	0	866	0	866	0	0	866	
UK restricted activities	CHF	56	19	0	74	39	0	113	0	113	0	0	113	
African Elephant Trust Fund	CHF	59	4	0	63	64	0	127	0	127	0	0	127	
Total regions and Cost Centres	CHF	319	2,043	(1,825)	536	505	(163)	879	(163)	879	(1,103)	(1,103)	2,285	
Cost Centres at HQ	CHF													
Total Cost Centres Reserves								4,267		4,267			3,164	
Gross Sec. Contingency Fund													5,034	4,724
East Africa Regional Office	USD	406	(462)	0	(55)	(121)	0	(200)	(121)	(200)	(243)	(243)	(443)	
United States	USD	18	(29)	(0)	(12)	1	(0)	(13)	(0)	(13)	0	0	(13)	
Wescana Regional Office	CHF	(22)	(22)	22	(22)	(21)	(21)	(43)	(21)	(43)	0	0	(43)	
Total Cost Centres in deficit								(256)		(256)	(243)	(243)	(499)	
Adjusted Secretariat Contingency Fund								4,778		4,778	(553)	(553)	4,225	
Total Balances from operations								9,046		9,046	(1,656)	(1,656)	7,389	

* SCF - Secretariat Contingency Fund

XVII. SWISS GOVERNMENT TAX REBATES

In order to have one salary scale and one payroll for both Swiss and non-Swiss staff at Headquarters, the practice followed since inception has been to show the taxes payable by non-Swiss staff as tax rebates by the Swiss Government. These are shown as part of the unrestricted income under contributions. It included CHF 1,420k (2003 - CHF 1,286k) representing the real value of taxes that would have been paid by non-Swiss staff members exempted on the basis of the Fiscal Agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2004

XVIII. AGREEMENTS INCOME

1. Project agreements

Annex A provides the breakdown of income received from Governments, Government Agencies and International Organisations as well as from Legacies, Foundations and Corporations. It includes contributions, projects income and framework agreement income on the basis of receipts.

2. Framework agreements

Annex B provides the listing of contributions by donors under Framework Agreements from which the income was allocated to the various IUCN programmes.

3. Net movements on restricted projects and framework agreements

Annex C provides a detailed analysis of movements in both framework agreements and projects at the project level. Within the numbering used, framework agreements are all in series 6; all the rest are projects. This table analyzes both the income and expenditure for the year as well as the net allocations and any adjustments to the balances brought forward. The latter includes revaluations of project balances if the basic amounts are held in USD or EUR ledgers. For the sake of presentation, only projects with total movements or net balances of CHF 1k or above have been shown separately.

XIX. OTHER OPERATING INCOME

Other operating income shown under project agreements includes registration fees at the World Parks Congress in 2003 and the IUCN World Conservation Congress in 2004.

The other operating income shown under Secretariat unrestricted funds includes CHF 460k (2003 - CHF 452k) overhead and management fees charges received from RAMSAR Convention Bureau, and Headquarters Cafeteria sales income of CHF 282k (2003 - CHF 307k). The balance is made up of other miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

XX. WORLD CONSERVATION CONGRESS

As required under the statutes, IUCN held the World Conservation Congress (WCC) in November 2004 in Bangkok, Thailand. The WCC is the highest organ of IUCN. Funding was provided by donors, registration fees and allocations from IUCN unrestricted funds. A provision of CHF 704k as at 31 December 2003 was fully applied to the WCC as part of the net transfer from unrestricted funds. The total income and expenditure during 2004 was as follows:

INCOME	
External Income	778
Registration fees and other income	863
Net transfers from IUCN unrestricted funds	1,863
Total income available	3,504
EXPENDITURE	
Personnel costs	853
Travel	1,017
Workshop and conference costs	894
Printing and other costs	912
Total expenditure	3,676
Temporary cash deficit as at 31 Dec 2004	(172)

Detailed breakdown by component activities can be obtained towards the end of Annex D. All projects and activities in the series 83*** relate to the WCC. Income and expenditure transactions are expected to continue during the early part of 2005. The final financial situation is expected to be established in mid 2005 and will be included as part of the 2005 accounts.

2004 PROGRAMME RESTRICTED AND CORE FUNDS UNDER FRAMEWORK AGREEMENTS

2004 Income Allocation and 2004 expenditure

	2004 Secretariat expenditure	FA core Programme allocation	Total Programme Restricted	CIDA (Canada)	Programme Restricted Allocation
Scientific Inventory (SIC Fund)	343	843	-	-	-
Global Programme Team Policy and Evaluation	2,338	2,336	-	-	-
Sub Total Global Programme and 2+2C	2,680	3,179	-	-	-
Central Africa Region	656	420	-	-	-
Southern Africa Region	2,083	648	-	-	-
Western Africa Region	2,921	477	-	-	-
Asia Region	1,843	867	-	-	-
Latin America	6,636	1,423	-	-	-
South America	725	774	-	-	-
Europe	1,496	645	-	-	-
Sub Total Global and North Africa Region	18,404	464	-	-	-
Headquarters Office	1,040	-	-	-	-
Global Policy Unit and Washington Office	1,483	196	-	-	-
Canada	448	332	332	332	332
Memorandum Fund	101	-	-	-	-
Sub Total Regional Components	21,709	5,913	332	332	332
Chief Scientist	898	454	-	-	-
Policy, Biodiversity & International Agreements	775	640	-	-	-
Forest Programme	1,246	795	174	174	174
Emerging Ecosystems	567	371	280	280	280
Integrating Ecosystems	367	85	41	41	41
Environmental Law Programme	821	821	-	-	-
Protected Areas Programme	1,274	517	143	143	143
Specials Programme	2,203	1,104	573	573	573
Profits International	338	300	56	56	56
Economics Advisor	338	333	-	-	-
Social Policy Advisor	174	361	-	-	-
Sub Total Administrative	11,717	377	-	-	-
Biodiversity	591	377	-	-	-
Sub Total Global Thematic units	11,225	6,848	1,270	1,270	1,270
Director General's Secretariat	638	-	-	-	-
Conservation Finance	650	-	-	-	-
Communication	1,159	-	-	-	-
Communication & Education	413	386	-	-	-
Publications	1,094	-	-	-	-
Information Management Group	1,261	-	-	-	-
Sub Total Core Funds Group	6,427	386	-	-	-
Sub Total Core Funds Group	6,427	208	-	-	-
Commission on Education and Communication	218	180	-	-	-
Commission on Ecosystem Management	155	180	-	-	-
World Commission on Environmental Law	453	281	-	-	-
World Commission on Protected Areas	266	258	-	-	-
Specialist Survival Commission	288	303	-	-	-
Sub Total on Environment, Economic and Social Policy	1,500	180	-	-	-
Sub Total on Environment, Economic and Social Policy	1,500	1,403	-	-	-
Director General's Office	1,300	-	-	-	-
Legal Counsel	246	-	-	-	-
Internal Audit	211	-	-	-	-
Global Finance Group	1,595	-	-	-	-
Human Resources Management Group	966	-	-	-	-
Headquarters Administration	1,539	-	-	-	-
Sub Total Executive Management and Support Services	5,637	-	-	-	-
OVERALL TOTAL	49,458	17,835	1,602	332	1,689
Internal overheads	(2,769)	-	-	-	-
Other adjustments and cross charges	(715)	-	-	-	-
Operating expenses per the Income & Expenditure Statement	46,974				

Reconciliation of Framework Income with Financial Statements

Overall Total allocations as above	17,835	1,602	19,436
Add Project Component of Framework Agreements (see page 2)	-	1,255	1,255
Unallocated balance and exchange differences	25	-	25
Net Total (see below)	17,860	2,857	20,717

Actual Framework Income Cash Receipts	16,933	2,663	19,596
Total Cash receipts during 2004	928	193	1,121
Receivables in the year end	17,860	2,857	20,717
Total Framework Agreements Core Funds (as above)	-	-	-
Contribution to World Parks Congress (DGSB) (in Project Agreements)	-	-	(94)
Framework Income Receivable brought forward (SDC)	-	-	(100)
Rounding difference	-	-	3
Total Framework Income as per the Income and expenditure statement			20,526

2004 PROGRAMME RESTRICTED AND CORE FUNDS UNDER FRAMEWORK AGREEMENTS

World Wildlife Fund		US State Department (USA)		SDC (Switzerland)		SIDA (Sweden)		NORAD (Norway)		DGIS (Netherlands)		DANIDA (Denmark)		CIDA (Canada)		Secretariate 2004		
181	1,089	249	2,000	337	4,724	728	1,637	3,870	4,130	1,581	1,249	1,602	1,557	17,860	200	1,602	Programme resticted	
200														1,602	200	1,602	General programme	
381	1,337	2,000	5,062	2,365	4,060	190	4,130	4,060	1,581	20,917	1,557	17,860	1,557	17,860	200	1,602	Project Composed of Framework agreement	
																		Total
																		Unrestricted Contribution
																		Contribution to World Parks Congress (DGIS) (in Project Agreement)
																		Unrestricted Contribution WWF (in Secretariat Unrestricted)
																		Contribution receivable brought forward from 2003
																		Roundng difference
																		Total Framework Income as Income & Expenditure Statement
																		20,526

ANNEX A - Page 2

ANNEX B - SUMMARY OF INCOME BY DONOR OR SOURCE

CODE	DESCRIPTION	Unrestricted Income	Framework Agreements	Project Agreements	Donor Total
	MEMBERSHIP	(9,973)			(9,973)
B001	BIODIVERSITY SUPPORT PROGRAMME			(60)	(60)
B004	CONSERVATION INTERNATIONAL	(22)		(843)	(871)
B007	HIVOS			(389)	(389)
B009	OTHER NGOS	(51)		(571)	(622)
B011	WORLD WIDE FUND FOR NATURE	(205)	(181)	(340)	(726)
B012	EUROCONSULT			(66)	(66)
C003	INTERCOOPERATION - SWITZERLAND	(3)		(13)	(16)
C005	INTL. INSTITUTE ENV. DEV. IIED			(3)	(3)
C006	INTL. INSTITUTE SUS. DEV. IISD	(26)		(24)	(49)
C010	OXFAM			(31)	(31)
C011	PACE UNIVERSITY SCHOOL OF LAW	(38)			(38)
C012	RAMSAR CONVENTION BUREAU	(460)			(460)
C013	ROYAL SOCIETY BIRDS (UK) RSPB	(31)		(12)	(43)
C019	TRAFFIC INTERNATIONAL	(53)		0	(53)
C020	WCMC - CAMBRIDGE	(1)			(1)
C023	WORLD RESOURCES INSTITUTE -WRI			(75)	(75)
C025	WETLAND INTERNATIONAL			(22)	(22)
C027	INTNL TROPICAL TIMBER ORG			(208)	(208)
D002	IUCN COMMITTEE - NETHERLANDS	(0)		(338)	(338)
D010	JAPAN COMMITTEE FOR IUCN			(55)	(55)
E020	AUSTRALIA -AUSAID			(46)	(46)
E030	AUSTRIA: MINISTRY ENVIRONMENT			(30)	(30)
E040	BELGIUM: OSTC			(58)	(58)
E050	CANADA - CIDA		(1,581)	(2,564)	(4,145)
E060	CANADA - IDRC			(258)	(258)
E070	CANADA - OTHER GOVT	(82)		(45)	(127)
E080	DENMARK - DANIDA	(4)	(4,130)	(752)	(4,886)
E100	DENMARK - OTHER GOVT			(42)	(42)
E120	EUROPEAN UNION	(4)		(4)	(4)
E130	FINLAND - FINNIDA		0	(1,083)	(1,087)
E140	FINLAND - OTHER GOVT			(163)	(163)
E150	FRANCE - GOVT AGENCIES			(31)	(31)
E180	FRANCE-MINISTRY COOP & DEVPT			(16)	(16)
E190	GERMAN TECHNICAL ASSISTANCE GTZ			(61)	(61)
E200	GERMANY GOVT AGENCIES- BMZ			(504)	(504)
E210	GERMANY: ENVIRONMENT MIN- BMW	(4)		(272)	(275)
E220	IRELAND GOVT AGENCIES			(984)	(984)
E230	ITALY: MIFA COOP & DEVPT - DGCS			(9,954)	(9,954)
E240	JAPAN INTERNATION COOP. AGENCY	(2)		(466)	(468)
E260	NETHERLANDS - GOVT AG	(0)	(3,966)	(16,328)	(20,294)
E262	NETHERLANDS GOVT & OTHERS POOLED			(48)	(48)
E270	NETHERLANDS - LNV			(865)	(865)
E280	NETHERLANDS - NEDA			(77)	(77)
E290	NORWAY - NORAD	(18)	(2,365)	(1,725)	(4,108)
E300	NORWAY - OTHER GOVT			(31)	(31)
E310	OMAN: REG. MUNICIPAL & ENVIRON			(31)	(31)
E320	OTHER GOVERNMENTS	(41)		(1,028)	(1,069)
E340	SAUDI ARABIA - NCWCD			(34)	(34)
E349	SOUTH AFRICAN GOVT DEPARTMENTS			(464)	(464)
E350	SPAIN:DEPT OF MEDI AMBIENT			(583)	(583)
E351	GOVT OF ANDALUCIA - SPAIN			(206)	(206)
E360	SRI LANKA. MIN ENVIRONMENT			(9)	(9)
E370	SWEDEN - OTHER GOVT.			(37)	(37)

CODE	DESCRIPTION	Unrestricted Income	Framework Agreements	Project Agreements	Donor Total
E380	SWEDEN - SIDA		(5,062)	(3,388)	(8,450)
E390	SWITZ. - OTHER GOVT	(1,437)		(32)	(1,468)
E400	SWITZERLAND - SDC		(2,000)	(2,373)	(4,373)
E410	SWITZERLAND - OTHERS			(47)	(47)
E430	UK - DFID			(1,841)	(1,841)
E450	UK - OTHER GOVT	(23)		(406)	(429)
E460	US - OTHER GOVT AGENCIES	(35)		(342)	(378)
E470	US - STATE DEPARTMENT		(1,337)	(501)	(1,839)
E480	US - USAID			(1,154)	(1,154)
G001	ASIAN DEVELOPMENT BANK	(1)		(334)	(335)
G002	CITES	(3)		(753)	(756)
G004	FAO	(10)		(47)	(57)
G007	INTL BANK FOR RECON. & DEVLPM			(306)	(306)
G008	INTL. CONVENTIONS			(7)	(7)
G009	OTHER INTL AGENCIES	(15)		(198)	(213)
G010	OTHER UN AGENCIES	(3)		(103)	(106)
G013	UNESCO-WORLD HERITAGE	(3)	(3)	(740)	(745)
G020	MIKE-Mntir Iligl Killing of Eleph			(83)	(83)
G110	UNDP GEF FUNDS	(7)		(4,072)	(4,079)
G112	UNDP OTHER FUNDS	(7)		(720)	(727)
G120	UNEP GEF FUNDS			(634)	(634)
G122	UNEP OTHER FUNDS	(250)		(199)	(449)
G130	WORLD BANK GEF FUNDS			(849)	(849)
G132	WORLD BANK OTHER FUNDS			(473)	(475)
G140	UNF -UNITED NATIONS FOUNDATION	(2)		(189)	(189)
H001	AGA KHAN FOUNDATION			(2)	(2)
H002	ASSOC. & FOUNDATIONS	(72)		(907)	(980)
H005	CHARITIES AND TRUSTS	(7)			(7)
H006	FORD FOUNDATION			(390)	(390)
H009	INTNL. ARGUIN BANK FOUNDATION	(3)		(524)	(527)
H012	MacARTHUR FOUNDATION			(108)	(108)
H014	MAVA FOUNDATION			0	0
H020	TOTAL FOUNDATION			(257)	(257)
I002	CORPORATIONS	(5)		(486)	(491)
I006	INTNAL. FINANCE CORP- IFC			(465)	(465)
I014	SHELL INTERNATIONAL			(836)	(836)
J001	INDIVIDUALS	(131)		(199)	(331)
M001	MISCELLANEOUS DONORS	(1,392)	(0)	(1,800)	(3,192)
N001	INTERNAL	(721)	0	(108)	(829)
TOTAL		(15,144)	(20,626)	(69,060)	(104,829)

RECONCILIATION TO THE ACCOUNTS

BALANCE AS ABOVE	(15,144)	(20,626)	(69,060)	(104,829)
INTEREST INCOME	449		54	503
CAPITAL GAINS	46		46	46
2003 DEFERRED INCOME		100		100
BALANCE AS PER ACCOUNTS	(14,649)	(20,526)	(69,006)	(104,180)



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INDEPENDENT AUDITOR'S REPORT

To the Council of the
**International Union for the Conservation
 of Nature and Natural Resources, Gland (Switzerland)**

We have audited the accompanying consolidated balance sheet of the International Union for the Conservation of Nature and Natural Resources ("IUCN") as at December 31, 2005, the consolidated statements of income and expenditure and cash flows for the year then ended, and the notes to the financial statements. These consolidated financial statements are the responsibility of IUCN's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of IUCN as at December 31, 2005, and the consolidated results of its operations and cash flows for the year then ended in accordance with Swiss law and IUCN statutes.

DELOITTE SA


 Jean-Marc Jenny
 Auditor in charge


 Jürg Gehring

May 1, 2006

Attached : Consolidated financial statements (consolidated balance sheet, consolidated income and expenditure statement, consolidated cash flow statement and notes)

Member of
 Deloitte Touche Tohmatsu

**IUCN - International Union for the
 Conservation of Nature and Natural Resources**
 Gland (Switzerland)

**Consolidated Financial Statements for the
 Year ended December 31, 2005
 and Auditors' Report**

IUCN - THE WORLD CONSERVATION UNION

IUCN - THE WORLD CONSERVATION UNION
CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2005

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

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ANNEX A – DISTRIBUTION OF FRAMEWORK AGREEMENTS FUNDS

ANNEX B – SUMMARY OF INCOME BY DONOR OR SOURCE

ANNEX C – DETAILED ANALYSIS OF INCOME

ANNEX D – ANALYSIS OF 2005 MOVEMENTS IN PROJECT BALANCES

(In Thousands Swiss Francs)	Notes	2005	2004
ASSETS			
Current assets			
Cash and short term bank deposits	III	44'190	42'711
Marketable securities	IV	6'046	5'992
Membership dues receivables	V	4'237	5'656
Staff receivables	VI	551	457
Receivables from partner organisations	VII	137	459
Other account receivables		1'743	1'195
Subtotal		56'904	56'470
Framework agreements receivables	VIII	707	1'139
Project agreements receivables	IX	5'274	5'850
Total current assets		62'885	63'459
Fixed assets (Net)			
Land and buildings		12'098	12'418
Furniture, fixtures and equipment		1'980	1'725
Total fixed assets	X	14'078	14'143
TOTAL ASSETS		76'963	77'602
LIABILITIES AND FUND BALANCES			
Liabilities			
Current liabilities			
Membership dues paid in advance	XI	1'160	1'511
Accounts payable and accrued liabilities		4'238	5'288
Social charges payable		316	418
Staff leave and repatriation	XII	1'188	956
Advances on project agreements	IX	38'604	36'747
Deferred income on framework agreements	VIII	1'182	387
Miscellaneous current liabilities		416	45
Total current liabilities		47'104	45'352
Provisions			
Membership dues in arrears	V	1'692	2'244
Projects in deficit	XIII	1'520	1'656
Total provisions		3'212	3'900
Reservations			
Staff termination	XIII	2'589	2'366
Unrestricted budgetary commitments & congress provision		551	84
Total reservations		3'140	2'450
HQ building fund	X	11'409	11'717
Reserves and net balance from operations			
IUCN Fund (council designated reserves)	XIV	6'618	6'349
Currency translation adjustment	XV	528	445
Cost Centres reserves & unrestricted capital fund	XVI	3'039	3'164
Secretariat contingency fund	XVI	1'913	4'225
Total reserves and net balance from operations		12'098	14'183
TOTAL LIABILITIES AND FUND BALANCES		76'963	77'602

IUCN - THE WORLD CONSERVATION UNION
 CONSOLIDATED INCOME & EXPENDITURE STATEMENT
 FOR THE YEAR ENDED 31 DECEMBER 2005

Notes	Year 2005			Year 2004			Total
	Secrétariat Unrestricted	Project Agreements	Framework Agreements	Secrétariat Unrestricted	Project Agreements	Framework Agreements	
EXTERNAL OPERATING INCOME							
Membership dues received during the year	9762			9373			9373
Swiss Government Tax Refund	1901			1420			1420
Agreement income	259	17532	6716	786	20726	67234	85278
Publication sales and subscriptions	132	0	23	155	0	23	176
Other operating income	2403	12	1145	2307	0	1728	4035
TOTAL EXTERNAL OPERATING INCOME	14457	19544	6884	14649	20726	69007	104182
INTERNAL ALLOCATIONS							
Framework allocations	18174	(19279)	1110	17523	(20078)	2333	(322)
Costs charged from projects	16427	(288)		14358	(230)	(4705)	13
Other internal allocations	10	393	26	(102)	(1)	41	308
NET ALLOCATION	34611	(19594)	(15107)	31879	(20329)	(11251)	0
OPERATING EXPENDITURE							
Personnel costs	39026	7	24041	34377	24	23765	58366
Travel and communications	2378	0	2562	2832	57	6733	9602
Vehicles & equipment - costs & maintenance	1742	0	2495	1540	4	5085	4902
Office and general administrative costs	47236	1	3707	4060	20	2970	7030
Publications and printing costs	889	14	2397	1196	20	2741	3397
Workshops and games to partners	1075	380	11232	1720	609	1397	13646
Other operating expenditure	698	13	(979)	625	(51)	1922	2316
Project costs charges	(1900)	0	0	(906)	0	0	(906)
TOTAL OPERATING EXPENDITURE	59445	48354	48354	65974	503	52735	99213
NET OPERATING SURPLUS (DEFICIT)	(13760)	(210)	2423	555	(300)	(721)	4978
OTHER INCOME (EXPENDITURE)							
Interest income	597	0	56	449	0	54	503
Financial charges	(214)	0	(115)	(211)	(0)	(104)	(315)
Capital gains (losses)	331	0	0	46	0	0	46
Net gains (losses) on foreign exchange	(64)	0	(65)	(13)	0	59	46
Net movements in provision and write-offs	(144)	5	156	(152)	0	0	(152)
TOTAL OTHER INCOME (EXPENDITURE)	(790)	5	9	140	(0)	9	148
NET SURPLUS (DEFICIT) FOR THE YEAR	(2170)	(205)	2432	694	(300)	(710)	5118
Adjustments in financials, receivables, deferred income							
Adjustments in projects advance and deferred income		305			306		306
Allocation to IUCN Fund			(2432)		(4730)		(4730)
		(205)		(108)			(108)
NET MOVEMENT IN BALANCE FROM OPERATIONS	(2438)	0	0	586	(0)	0	586

See notes to the consolidated financial statements as indicated.

IUCN - THE WORLD CONSERVATION UNION
 CONSOLIDATED CASH FLOW STATEMENT
 FOR THE YEAR ENDED 31 DECEMBER 2005

Notes	Year 2005		Year 2004	
	2005	2004	2005	2004
In thousands Swiss Francs				
Cash flows from operating activities				
Net balance from operations	(2'438)	586		
Adjustment for items not involving cash movements:				
Depreciation charge - for the year	867	906		
Release of provision charge from HQ Building Fund	(308)	(308)		
Net movement in provisions for membership dues in arrears	(552)	(249)		
Net movement in provisions for projects in deficit	234	234		
Net movement in provision for World Conservation Congress	467	(620)		
Net movement in the provision for staff termination	42	42		
Net movement in staff leave and repatriation liabilities	232	31		
Net adjustment for items not involving cash movements	793	36		
Net Cash from Operating activities	(1'645)	672		
Application of funds on fixed assets and working capital				
Purchase of fixed assets	(802)	(727)		
Net movement in Marketable securities	(54)	(395)		
(Increase)/Decrease in Membership dues receivables	1'419	(1'540)		
(Increase)/Decrease in Staff receivables	(94)	(71)		
(Increase)/Decrease in Receivables from partner organizations	322	(50)		
(Increase)/Decrease in Other receivables	(548)	790		
Increase/(Decrease) in Membership dues paid in advance	(332)	626		
Increase/(Decrease) in Accounts payable and accrued liabilities	(1'049)	328		
Increase/(Decrease) in Social charges payable	371	(130)		
Increase/(Decrease) in Miscellaneous current liabilities	268	(179)		
Net application of funds on fixed assets and working capital	(621)	(1'241)		
Framework agreements and project balances				
(Increase)/Decrease in Framework agreements receivables	432	(732)		
(Increase)/Decrease in Project agreements receivables	576	1437		
(Increase)/Decrease in Advances on project agreements	1'858	3'294		
(Increase)/Decrease in Deferred income on Framework agreements	795	(306)		
Net movements on Framework agreements & project balances	3'661	3'693		
Effect of Exchange rate changes	84	2'102		
Net Cash Inflow/(outflow) for the year	1'979	5176		
Cash and Short term deposits at the beginning of the year	42'711	37'535		
Cash and Short term deposits at the end of the year	44'190	42'711		

See notes to the consolidated financial statements as indicated

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

6. Foreign exchange

In accordance with IUCN Regulations, the reporting currency is Swiss Francs (CHF) in which IUCN Headquarters accounting records are maintained. However all offices except the United Kingdom maintain their ledgers and books of accounts in US Dollars (USD) or Euros (EUR).

The following accounting policies were applied while converting transactions and balances to the reporting currency:

- Transactions denominated in currencies other than the office ledger currency are converted and recorded based on the exchange rates prevailing at the date of the transaction. At the end of the year all accounts maintained in the original currencies are valued to the currency of the office ledger at the year-end rate. The gains and losses created are recognised in the income and expenditure statement of that ledger.
- At consolidation, all transactions in non-CHF ledgers are translated at the monthly rate of exchange, and the resulting gain or loss on exchange is accounted for in the income and expenditure statement.
- Except for fixed assets which are stated at historical values, the consolidated balance sheet is translated at the year-end exchange rate and the resulting net unrealised gain or loss is shown as currency translation adjustment in the balance sheet
- Project balances expressed in USD and EUR base currencies are revalued to CHF using the end of year exchange rates. The resulting net unrealised gain or loss is recognized in the currency translation adjustment.

7. Year-end Exchange Rates

The following are the principal rates of exchange used at the end of the year to revalue the balance sheet items to Swiss Francs (CHF) for reporting purposes:

	31 December 2005	31 December 2004
US Dollar	1.3159	1.1318
EURO	1.5585	1.5440

8. Fixed assets

Fixed asset purchases are capitalised when the purchase price is CHF 500 and above (or the equivalent in other currencies) and when ownership resides with IUCN. Fixed assets are depreciated over their estimated useful lives on the following basis:

- Computer hardware and software 3 years
- Vehicles 4 years
- Office Equipment 5 years
- Office Furniture 7 years
- Building Renovations 10 years
- Buildings 50 years

9. Provision against Membership dues receivable

Provision for membership dues in arrears is calculated based on the outstanding balance at the close of the year. As approved by the Council, the provisions are calculated on the following basis:

- Membership dues outstanding for five or more years 100%
- Membership dues outstanding for four years 80%
- Membership dues outstanding for three years 60%
- Membership dues outstanding for two years 40%
- Membership dues outstanding for one year 20%

The provision against the arrears of some state members is calculated on an individual basis after a review of their own special situations.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

I. ACTIVITY

IUCN-The World Conservation Union was constituted by Statutes adopted in 1948 at a conference convened by the Republic of France, with membership comprised of States, Governmental Agencies, and International and National Non-governmental Associations. The members registered IUCN Statutes as an international association of governmental agencies and non-governmental organizations under Article 60 of the Swiss Civil Code. The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are in thousands Swiss Francs (CHF) unless otherwise indicated.

1. Accounting Convention

The financial statements are prepared under the historical cost convention and are in accordance with the Swiss GAAP and under the framework of the Swiss Law and Best Practice.

2. Income

Unrestricted income is accounted for on an accruals basis. Framework Agreements income, which is not of a project nature, and which is attributable to the financial year is recognized on an accruals basis once the agreement has been signed. Framework Agreements income of a project nature is recognized on the basis of the actual expenditure incurred.

3. Expenditure

All unrestricted expenditure is accounted for on an accruals basis. Project expenditure is accounted for on a cash basis except at the end of the project when it is recognised on an accruals basis.

4. Project agreements

Project agreements are funds received or to be received from donors in accordance with specific agreements. These funds are subject to a restricted use, usually determined by specific budget lines included in the agreement.

At the close of the year, based on the accrued expenditure and cash income, projects may be in positive or negative balances. The sum of the positive balances is reported as Advances by donors on Project Agreements in the Balance Sheet while the sum of the negative balances is reported as Project Agreement Receivables.

5. Framework agreements

Framework agreements represent funds received or to be received from donors in accordance with signed agreements. These funds are subject to some restriction in their use, but unlike projects, the restrictions are more generic and generally determined by geographic or thematic conditions.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

10. IUCN Fund

The IUCN Fund is maintained in order to preserve the Union's capital base. All income earned on the fund during the year is added to its capital value. The use of the fund is governed by the IUCN Council and is reserved as a last resort in the event of a major financial crisis.

The Wasaa facility fund was set up following the acquisition and outfitting of the Wasaa building in Nairobi, Kenya using funds advanced at the time from the World Conservation Trust Fund which is now part of the IUCN Fund. The separate restricted reserve of CHF 259k at 31 December 2005 (2004 - CHF 231k) was created to account for repayment of the capital amount and is included as part of the IUCN Fund. IUCN is required to maintain separate books of accounts for the Wasaa Trust under the laws of Kenya in which it is domiciled.

11. Unrestricted income

This represents funds received by IUCN without externally imposed restrictive conditions.

III. CASH AND SHORT TERM DEPOSITS

As at 31 December 2005, cash and short-term bank deposits included all the bank accounts operated by IUCN worldwide. Of the balance held at Headquarters, CHF 283k (2004 - CHF 82k) is part of the IUCN Fund. The analysis by region or office is as follows:

REGION OR OFFICE	2005	2004
In thousands Swiss Francs		
Asia	5,141	3,801
Canada	202	139
Central Africa	90	349
Central America	1,346	1,350
Eastern Africa	997	723
Europe	836	632
Environmental Law Centre, Bonn Headquarters	336	181
Mediterranean	30,623	31,722
South America	318	138
Southern Africa	173	132
United Kingdom	2,224	2,243
United States	85	22
Western Africa	537	359
Western Asia and North Africa	1,052	920
	230	-
TOTAL	44,190	42,711

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IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

Current account balances

The cash balances at Headquarters are represented principally by the following current account balances between Headquarters and the regional offices. Country offices that report directly to regional offices do not have a direct current account relationship with Headquarters other than for Russia, which has been included as part of the balance due to Regional Office for Europe. The balances of the current accounts between Headquarters and regions as at 31 December 2005 and 2004 are shown below. Credit amounts are shown as negatives and indicate amounts owed to the regions by Headquarters as at that date.

Region or Office	Currency	2005 Balance (Currency)	2005 CHF Equivalent	2004 Balance (Currency)	2004 CHF Equivalent
Asia Regional Office	USD	(4,343)	(5,715)	(5,420)	(6,134)
Canada	USD	127	167	(117)	(132)
Central Africa Regional Office	EUR	11	17	(60)	(93)
Regional Office for Central America	USD	(628)	(826)	(422)	(477)
Eastern Africa Regional Office	USD	(1,318)	(1,735)	(923)	(1,044)
Regional Office for Europe	EUR	34	53	20	31
Environmental Law Centre, Bonn	EUR	(650)	(1,013)	(639)	(987)
Mediterranean	EUR	(437)	(575)	(326)	(503)
WESCANIA Regional Office	USD	(776)	(1,021)	(177)	(201)
Regional Office for South America	USD	(424)	(558)	(96)	(109)
Regional Office for Southern Africa	USD	(138)	(182)	(553)	(653)
United Kingdom	CHF	(615)	(615)	(387)	(438)
United States of America	USD	(409)	(538)	(2,386)	(3,684)
Regional Office for West Africa	EUR	(798)	(1,244)	252	252
Wasaa Trust loan account	CHF	213	213	20	20
Wasaa Trust Current Account	CHF	22	22		
TOTAL			(13,550)		(14,052)

Cash flow statement

The Cash flow statement has been prepared in a format that shows the sources and applications of cash resources available within IUCN. During the year, IUCN cash and short-term deposits increased by CHF 1,479k as analysed above.

IV. MARKETABLE SECURITIES

The portfolio of marketable securities is the principal component of the IUCN Fund. The portfolio is stated on the balance sheet at the lower value of cost or market as at 31 December. The valuation has been done on an individual security basis.

	2005	2004
Marketable Securities - IUCN Fund	Cost 6,038	Cost 6,082
	Market value 6,517	Market value 6,186
	Lower of Cost or Market 6,046	Lower of Cost or Market 5,992

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IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

VII. RECEIVABLES FROM PARTNER ORGANISATIONS

These amounts represent balances due from or (due to) organisations associated with IUCN, and which were outstanding as at 31 December.

Description	In thousands of Swiss Francs	
	2005	2004
Ramsar Convention Bureau	(36)	221
Traffic International	34	54
Tropical Forest Trust	14	8
Other receivables	125 *	176
Total Receivables from Partner Org.	137	459

* Other receivables comprise of partner organisations in South America CHF 32k (2004 - CHF 59k), United Kingdom CHF 90k (2004 - CHF 76k), Meso America CHF 3k (2004 - CHF 6k) and Asia 0k (2004 - CHF 35k).

VIII. RECEIVABLES AND DEFERRED INCOME ON FRAMEWORK AGREEMENTS

Receivables on Framework Agreements represent the balances of the framework agreements not received as at the end of the year. Amounts outstanding are normally accrued and included as part of the framework agreements income. The outstanding amount as at 31 December 2005 was CHF 707k due from two regional frameworks compared to 2004 amount of CHF 1,139k due from two donors.

Deferred income on Framework Agreements represents the net balances on the restricted activities funded by framework agreements or income received in advance of the period in which it relates. Unlike projects, deficits are netted off the surpluses taking account of the balances brought forward from the previous year. As at 31 December 2005, the net deferred income on framework agreements amounted to CHF 1,182k (2004 - CHF 387k).

IX. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

Receivables and Advances on project agreements are calculated respectively from the portfolio of projects in deficit and from the portfolio of projects in surplus at the close of the year. Both are calculated at the main project level and amount to the following as at 31 December 2005: Project agreement receivables - CHF 5,274k (2004 - CHF 5,850k) and Project advances to CHF 38,604k (2004 - CHF 36,747k).

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

V. MEMBERSHIP DUES RECEIVABLES AND PROVISIONS

Provisioning for Membership dues in arrears is made in line with the policy approved by the IUCN Council, described in note II.9 above.

In 2005 several state members were excluded from the calculation of the provision as they were expected to pay early in 2006. This resulted in a CHF 367k decrease in the provision.

Description	2005		2004		Total	
	2005	2004	2005	2004		
Gross Membership Dues Receivable	4,237	5,656				
Provision against dues in arrears	(1,692)	(2,244)				
Net Membership Dues Receivable	2,545	3,412				
Aging analysis	2001 & earlier	2002	2003	2004	2005	Total
State Members	179	117	154	643	1,653	2,746
Government Agencies	50	55	62	168	430	765
International Non-Gov. Org.	4	5	7	23	30	69
National Non-Gov. Org.	46	41	58	154	258	557
Affiliates	10	13	16	24	37	100
Total	289	231	297	1,012	2,408	4,237
Percentage of total	7%	5%	7%	24%	57%	100%

VI. STAFF RECEIVABLES

Staff receivables are comprised of travel advances, payroll advances and loans to staff outstanding as at 31 December. The credit amounts within the staff accounts that are due to staff are netted off with the receivables.

	2005	2004
Net Travel Advances	353	263
Payroll advances and Staff Loans	198	194
Total Staff Receivables	551	457

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

X. FIXED ASSETS

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful life as per note II.8 above. The Headquarters building is discussed in more detail in the note below.

In thousands Swiss Francs

	Vehicles			Total
	Equipment	Headquarter Building	Other Land and Buildings	
Cost:				
Balance 01-01-2005	8,896	17,643	794	27,333
Additions	802			802
Balance 31-12-2005	9,698	17,643	794	28,135
Depreciation				
Balance 01-01-2005	(7,171)	(5,926)	(93)	(13,190)
Charge for the year	(547)	(308)	(12)	(867)
Balance 31-12-2005	(7,718)	(6,234)	(105)	(14,057)
Net Book Value:				
Balance 31-12-2005	1,980	11,409	689	14,078
Balance 01-01-2005	1,725	11,717	701	14,143

HEADQUARTERS BUILDING

1. Headquarters building, fixtures and fittings

During the period 1990 to 1993, IUCN received donations from the Swiss Confederation, the Canton of Vaud, the Commune of Gland and other donors for the purpose of constructing a facility to house the IUCN Secretariat Headquarters. The Commune of Gland gave IUCN the right to use the land, at no cost, for 50 years, beginning in 1993. As at the date of assignment, the land was valued at CHF 4,250k; this value is not reflected in these financial statements.

Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss government. If disposed of, the Swiss Government will recapture its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in the fixed assets but is offset by a corresponding fund created to recognise the restricted nature of the building.

2. Accumulated depreciation on the Headquarters building

The building is depreciated over the 50-year land-use right. Depreciation began on 1 January 1993 and has been charged to the Headquarters building fund. Therefore the net Headquarters building asset balance of CHF 11,409k (2004 - CHF 11,717k) reflects the capitalised value of CHF 17,643k less the accumulated depreciation as of 31 December 2005 amounting to CHF 6,234k (2004 - CHF 5,926k) for which there is a corresponding Headquarters building fund shown on the balance sheet.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

3. Insurance value of fixed assets

As at 31 December 2005, the fixed assets at Headquarters were insured for CHF 19,449k (2004 - CHF 19,449k). The WASAA building in Kenya and the fixed assets are insured for Kenya Shillings 36.5 million (CHF 660k), which is the estimated replacement value. The building in Zimbabwe and the fixed assets are insured for Z\$ 1,318 million (CHF 280k).

XI. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represents amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 4,238k as at 31 December 2005 (2004 - CHF 5,288k), CHF 916k (2004 - CHF 2,334k) related to Headquarters and the balance to regional and country offices.

XII. STAFF LEAVE AND REPATRIATION LIABILITIES

Staff leave refers to the holiday entitlement, which had not been taken up by staff by the end of the year. Staff members at Headquarters are not allowed to carry forward a cumulative leave balance of more than 10 days from one year to another, any outstanding leave days are normally covered as part of the normal staff notice period. The recognition of liabilities against staff leave at Headquarters is therefore not necessary. Regional Offices are required to review their own situations locally and do what is necessary in order to comply with local laws. This amount covers the estimated cost of repatriation of all international staff currently on the payroll.

XIII. PROVISIONS

1. Provision for Staff Termination

The provision against costs associated with termination of staff contracts is calculated separately for each office to be in compliance with local labour law requirements. A recommendation of 10% of the gross payroll costs is made for offices that are not bound by local laws in this respect and is provided as a target amount.

2. Provision for Projects in deficit

The provisions against projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred. The following is an analysis of these provisions by region:

In thousands Swiss Francs			
Region	2005	2004	Variance
Asia Region	140	318	(178)
Central Africa Region	258	255	3
Eastern Africa Region	349	243	106
Europe Region	219	218	1
Headquarters	208	307	(99)
Southern Africa Region	74	36	38
Western Africa Region	252	259	(7)
Other Offices*	20	20	0
TOTAL	1,520	1,656	(136)

* Other offices include the Environmental Law Centre and the IUCN UK Office in Cambridge. There were no write-offs of project balances during 2005.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

XIV. IUCN FUND – COUNCIL DESIGNATED RESERVES

The reserves and funds, as detailed below, are maintained to reflect the restricted nature of certain income and to protect IUCN's financial position against possible future adverse operating conditions. During the year ended 31 December 2005 there was a net surplus of the fund's operations of CHF 268k (2004 - CHF 108k). The analysis of the movements of the fund is as follows:

	WASAA Trust Fund	IUCN Fund	TOTAL
Balance as at 1 January 2005	231	6,118	6,349
Rental / Interest Income	50	75	125
Capital Gains		166	166
Marketable Securities Revaluation Gains		77	77
Expenses	(22)	(78)	(100)
Net movements during the year	28	240	268
Balance as at 31 December 2005	259	6,358	6,617

In thousands Swiss Francs

XV. CURRENCY TRANSLATION ADJUSTMENT & FOREIGN EXCHANGE GAINS AND LOSSES

Currency translation adjustment represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of the US Dollar and the Euro against the Swiss Franc. All ledgers other than those at Headquarters and the United Kingdom are expressed in either the US Dollar or the Euro. All assets and liabilities except fixed assets are revalued to the Swiss Franc at the respective rates at the end of the year and the resulting revaluation gain or loss is accounted for in the balance sheet under the currency translation adjustment. Fixed assets are carried at historical values.

There was a net gain of CHF 2,589k on the revaluation of the balance sheet items other than fixed assets as at 31 December 2005 compared to a loss of CHF 1,107k in 2004.

Advances (by donors) and deferred income on both project and framework agreements that were expressed in USD or EUR were revalued to the Swiss Franc at the end of the year. The net effect relating to project balances as at 31 December 2005 was an unrealised loss of CHF 2,505k (2004 - CHF 3,209k gain). This was also accounted for through the currency translation adjustment.

Exchange gains and losses at the individual ledger levels were dealt with in the income and expenditure statement. The unrestricted loss on exchange in the year 2005 amounted to a net of CHF 664k (2004 - CHF 13k - loss).

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

XVI. COST CENTRES RESERVES AND SECRETARIAT CONTINGENCY FUND

Reserves and cost centres balances have been adjusted as at 31 December 2005 to reflect the end of year CHF values of the balances in the respective ledgers.

In thousands Swiss Francs

IUCN CONSOLIDATED RESERVES SUBDIARY AS AT 31 DECEMBER 2005	2004		Transfers		2004		2005		2005		2005	
	Reserves BIPWD movement	to Cost Centres	in Fund	to Cost Centres	Reserves in CPWD	movement	Reserves in CPWD	movement	Reserves in CPWD	movement	Reserves in CPWD	transfer
	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF
West Africa	183	39	(168)		39	28	(11)	36	60	44	(18)	87
Environmental Law Centre	EUR	51	21	(7)	(11)	54	37	(15)	84	38	(23)	118
Asia	USD	1,175	(15)	(281)	879	(252)		627	(1,157)	(332)	0	823
Central America	USD	119	3	(1)	120	(7)		118	159	(3)	0	156
South America	USD	4	(2)		3	12	(6)	12	4	19	(8)	17
Commissions	CHF	82	18	(8)	92	85	(7)	180	92	95	(4)	146
Environmental Law Commission	EUR				0	7	(3)	4				0
3TC Funds	CHF	505	361	0	866	(619)	249		866	(616)	0	249
UK restricted activities	CHF	74	39	0	113	(61)	53		113	(61)	0	53
African Elephant Trust Fund	CHF	63	64	0	127		127		127	0	0	127
Cost Centres in HQ	CHF	536	505	(163)		879	571	101	879	571	101	1,551
Reclassification									3,542	(2,24)	1	3,409
Total Cost Centres Reserves												
Secretariat Contingency Fund					(310)	4,724	(621)	13	4,724	(621)	13	4,216
East Africa Regional Office	USD	(55)	(131)		(215)	(391)	(43)	0	(515)	(567)		(1,081)
Central Africa	EUR	12	0	(6)	(165)	(153)	9	(4)	(238)	14	(6)	(200)
United States	USD	(12)	1	(6)	(1)	(1)	0	(12)	(15)	(1)	0	(16)
Canada	USD	88	0		88	(182)	0	(95)	116	(400)		(128)
Europe	EUR	21	(4)		(142)	(124)	(9)	0	(194)	(147)		(332)
Southern Africa	USD	366	(207)		(32)	122	(610)	0	160	(807)		(645)
Western Regional Office	USD	(19)	(19)		(38)	34	(14)	(7)	(50)	45	(18)	(23)
Reclassification									(756)	(1,693)	(24)	(2,162)
Total Cost Centres in deficit									(1,400)			(1,400)
Net currency movements on C.C. reserves									3,988	(2,553)	(11)	1,913
Adjusted Sec. Contingency Fund									7,529	(2,577)	0	4,953
Total Balances from operations												

* SCF = Secretariat Contingency Fund

XVII. SWISS GOVERNMENT TAX REBATES

In order to have one salary scale and one payroll for both Swiss and non-Swiss staff at Headquarters, the practice followed since inception has been to show the taxes payable by non-Swiss staff as tax rebates by the Swiss Government. These are shown as part of the unrestricted income under contributions. It included CHF 1,601k (2004 - CHF 1,420k) representing the real value of taxes that would have been paid by non-Swiss staff members exempted on the basis of the Fiscal Agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2005

XVIII. AGREEMENTS INCOME

1. Programme restricted and core funds under Framework Agreements

Annex A provides the listing of contributions by donors under Framework Agreements from which the income was allocated to the various IUCN programmes.

2. Income from Project and Framework Agreements and Other Sources

Annex B (summary) and C (Detailed) provides a breakdown of income by donor and/or other sources. It includes unrestricted contributions, framework agreements income and restricted projects income on the basis of actual cash receipts.

3. Net movements on restricted projects and framework agreements

Annex D provides a detailed analysis of movements in both framework agreements and projects at the individual project level. Within the current IUCN numbering system, framework agreements projects are accounted for under series 6; all others (series 7 and 8) are restricted projects. This table analyzes both the income and expenditure for the year as well as the net allocations and any adjustments to the balances brought forward. The latter includes revaluations of project balances if the base amounts are held in USD or EUR ledgers. These balances are shown in full owing to numerous small project movements.

XIX. OTHER OPERATING INCOME

The other operating income shown under Secretariat unrestricted funds includes CHF 612k (2004 - CHF 460k) overhead and management fees charges received from Ramsar Convention Bureau, and Headquarters Cafeteria sales income of CHF 334k (2004 - CHF 282k). The balance is made up of other miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

ANNEX A

2005 PROGRAMME RESTRICTED AND CORE FUNDS UNDER FRAMEWORK AGREEMENTS

2005 Income Allocation and 2005 expenditure

	2005 Secretariat expenditures		FA core allocation	Total Programme Restricted	Total 2005 allocations	Programme Restricted Allocation		
						CIDA (Canada)	US State Department (USA)	World Wildlife Fund for Nature (WWF)
Strategic Innovation (S.I.C. Fund)	316		384	-	384			
Global Programme Team	2857		2546	-	2546			
Sub Total Global Programme and S.I.C.	3173		2930	-	2930			
Central Africa Region	685		424	-	424			
Eastern Africa Region	2102		651	-	621			
Southern Africa Region	2021		701	-	701			
West Africa Region	7839		871	-	871			
Latin Region	1711		338	-	338			
Meso America	1905		725	-	725			
South America	1955		508	-	508			
Europe	1562		50	-	50			
North America and North Africa Region	1842		202	-	202			
Headquarters Office	48		50	-	50			
Global Policy Unit and Washington Office	1853		292	-	292			
Canada	608		-	-	-			
Membership Fund	24419		6504	-	6504			
Sub Total Regional Components	24419		6504	-	6504			
Chief Scientist	391		542	-	542			
Policy, Biodiversity & International Agreements	1240		793	164	957		164	
Forest Programme	811		409	277	776		277	
Marine Programme	518		18	44	62		44	
Wildlife Management	612		43	-	43		-	
Worldwide Programme	1472		977	-	977		-	
Environmental Law Centre	1270		563	118	702		118	
Protected Areas Programme	2152		1103	468	1571		300	78
Species Programme	423		366	57	423		57	
Traffic International	346		335	-	335		-	
Economics Advisor	345		371	-	371		-	
Social Policy Advisor	161		-	-	-		-	
Gender Advisor	269		389	-	389		-	
Business & Biodiversity	11523		6931	1148	8979		1070	78
Sub Total Global Thematic units	11523		6931	1148	8979		1070	78
Director Global Strategies	318		-	-	-		-	
Conservation Finance	600		247	-	247		-	
Knowledge Management	232		186	-	186		-	
Communication	1417		377	-	377		-	
Communication & Education	364		-	-	-		-	
Information	324		-	-	-		-	
Membership Council	1324		-	-	-		-	
Sub Total Global Strategies Group	570		810	-	810		-	
Commission on Education and Communication	194		208	-	208		-	
Commission on Ecosystem Management	179		180	-	180		-	
Commission on Environmental Law	233		281	-	281		-	
Commission on Environmental and Development	224		308	-	308		-	
Species Survival Commission	224		40	-	40		-	
Commission on Environment, Economics and Social Policy	141		180	-	180		-	
Sub Total Commissions	1209		1408	-	1408		-	
Director General's Office	209		-	-	-		-	
Director - Global Operations	343		-	-	-		-	
Legal Counsel	343		-	-	-		-	
Internal Audit	568		-	-	-		-	
Performance Assessment	1968		-	-	-		-	
Information Management Group	17		234	-	234		-	
Knowledge Network Development	1573		-	-	-		-	
Global Finance Group	1943		-	-	-		-	
Human Resources Management Group	728		-	-	-		-	
Headquarters Administration	298		-	-	-		-	
Subtotal Executive Management and Global Operations	7708		234	-	234		-	
OVERALL TOTAL	59897		18807	1748	19555		1070	78
Internal overheads	(2892)							
Other adjustments and cross charges	(357)							
Operating expenses per the Income & Expenditure Statement	50445							

Reconciliation of Framework Income to the Financial Statements

Overall Total allocations as above	18807	1748	19555
Add Project Component of Framework Agreement (see Annex 2)		176	176
Contribution to allocation shortfall	(299)		(299)
Exchange differences			
Rounding			
Net Total (see below)	18508	1324	19832

Actual Framework Income Cash Receipts

Total Cash receipts during 2005	18508	1324	19832
Total Framework Income as per the income and expenditure statement			19832

2005 PROGRAMME RESTRICTED AND CORE FUNDS UNDER FRAMEWORK AGREEMENTS

Programme Restricted Allocation		2005 Income Allocation and 2005 expenditure	
World Wildlife Fund (WWF)	US State Department (USA)	2005 Secretariat expenditure	Total Framework agreement as per contract
78	1'070	1'148	Programme restricted
200	189	18'508	General programme
		200	Unrestricted contribution
		176	Project component of Framework agreement
		20'032	Total
		(200)	Unrestricted contribution WWF (in secretariat unrestricted)
		12	Income wrongly classified
		19'844	Total Framework Income as Income & Expenditure Statement

World Wildlife Fund (WWF)	466	4'139	4'263	466
US State Department (USA)	189	2'548	2'654	474
SDC (Switzerland)	2'000	106	4'974	70
SIDA (Sweden)	1'070	2'548	4'904	70
NORAD (Norway)	189	2'548	4'904	70
DGIS (Netherlands)	189	2'548	4'904	70
DANIDA (Denmark)	189	2'548	4'904	70
CIDA (Canada)	189	2'548	4'904	70

ANNEX B - SUMMARY OF INCOME BY DONOR OR SOURCE (AMOUNTS IN CHF '000)

Code	Donor name	Unrestricted Income	Framework Agreements	Project Agreements	Donor total
	MEMBERSHIP	(9'762)			(9'762)
B004	CONSERVATION INTERNATIONAL	(1)		(852)	(853)
B005	EUROPEAN CENTRE FOR NATURE			(1'191)	(1'191)
B007	HIVOS			(106)	(106)
B009	OTHER NGO	(14)		(821)	(835)
B011	WORLD WIDE FUND FOR NATURE	(201)	(78)	(184)	(462)
B012	EUROCONSULT			(71)	(71)
C002	DUTCH VOLUNTEER SERVICE -SNV			(138)	(138)
C003	INTERCOOPERATION - SWITZERLAND			(30)	(30)
C010	OXFAM			(130)	(130)
C011	PACE UNIVERSITY SCHOOL OF LAW	(18)			(18)
C012	RAMSAR CONVENTION BUREAU	(612)			(612)
C013	ROYAL SOCIETY BIRDS (UK) RSPB	31		(62)	(31)
C018	THE NATURE CONSERVANCY-USA	(32)			(32)
C019	TRAFFIC INTERNATIONAL	(48)		(31)	(79)
C020	WCMC - CAMBRIDGE	(0)			(0)
C024	WORLD WATER COUNCIL			(85)	(85)
C027	INTNL. TROPICAL TIMBER ORG			(376)	(376)
C028	WILDLIFE CONSERV SOCIETY WCS			(40)	(40)
D001	IUCN COMMITTEE - FRANCE			48	48
D002	IUCN COMMITTEE - NETHERLANDS	(2)		(525)	(527)
E010	AUSTRALIA - GOVT AGENCIES			(196)	(196)
E030	AUSTRIA: MINISTRY ENVIRONMENT			(61)	(61)
E050	CANADA - CIDA		(466)	(2'249)	(2'715)
E060	CANADA - IDRC	(1)		(19)	(20)
E070	CANADA - OTHER GOVT	(87)		(174)	(261)
E090	DENMARK - DANIDA		(41'39)	(393)	(4'532)
E100	DENMARK - OTHER GOVT			(77)	(77)
E110	ECUADOR: MIN. OF ENVIRONMENT			(41)	(41)
E120	IEEC			(1'880)	(1'880)
E130	FINLAND - FINNIDA			(13)	(13)
E150	FRANCE - GOVT AGENCIES			(261)	(261)
E160	FRANCE - ENVIRONMENT MINISTRY			(261)	(261)
E170	FRANCE: EMBASSY OF			(19)	(19)
E180	FRANCE-MINISTRY COOP & DEVPT			(156)	(156)
E190	GERMAN TECHNICAL ASSISTANCE GTZ	(2)		(269)	(270)
E200	GERMANY GOVT AGENCIES- BMZ			(914)	(914)
E210	GERMANY: ENVIRONMENT MIN- BMU	(2)		(99)	(101)
E214	GHANA: MINISTRY OF FORESTRY			(348)	(348)
E220	IRELAND GOVT AGENCIES			(155)	(155)
E230	ITALY: MFA COOP & DEVPT - DGCS			(4'537)	(4'537)
E232	ITALIAN - OTHER GOVT			(896)	(896)
E240	JAPAN INTERNATIONAL COOP. AGENCY	(1)		(78)	(78)
E250	KUWAIT: ENVIRONMT. PROT AGENCY	(15)			(15)
E260	NETHERLANDS - GOVT AG.	(7)	(4'263)	(11'894)	(15'964)
E262	NETHERLANDS GOVT & OTHERS POOLED	5		(12)	(6)
E270	NETHERLANDS - LNV			(207)	(207)
E290	NORWAY - NORAD		(2'654)	(2'963)	(5'617)
E300	NORWAY - OTHER GOVT			(326)	(326)
E310	OMAN: REG. MUNICIPAL & ENVIRON			(4)	(4)
E320	OTHER GOVERNMENTS	(88)		(621)	(609)
E330	QATAR: ENVIRON. PROT COMMITTEE			(17)	(17)
E340	SAUDI ARABIA - NCWCD			(15)	(15)
E349	SOUTH AFRICAN GOVT DEPARTMENTS	(128)		(1'251)	(1'379)
E350	SPAIN-DEPT OF MEDI AMBIENT			(605)	(605)
E351	GOVT OF ANDALUCIA - SPAIN			(766)	(766)
E360	SRI LANKA. MIN ENVIRONMENT			(21)	(21)
E380	SWEDEN - SIDA		(4'974)	(2'017)	(6'991)
E390	SWITZ. - OTHER GOVT	(1'637)		(2'068)	(3'705)
E400	SWITZERLAND - DDA	(0)	(2'000)	(1'899)	(3'700)
E410	SWITZERLAND - OTHERS	0		(35)	(35)

Code	Donor name	Unrestricted Income	Framework Agreements	Project Agreements	Donor total
E420	TAIWAN, PROV OF CHINA, DEPT. CULTURE/RECO	(2)			(2)
E430	UK - DFID			(2'678)	(2'678)
E450	UK - OTHER GOVT			(317)	(317)
E460	US - OTHER GOVT AGENCI	(3)	(1'259)	(321)	(1'583)
E470	US - STATE DEPARTMENT	(5)		(337)	(342)
E480	US - USAID			(639)	(639)
F001	INCOME IN KIND	(0)			(0)
G001	ASIAN DEVELOPMENT BANK	(7)		(412)	(419)
G002	CITES			(567)	(567)
G004	FAO			(38)	(38)
G006	INTER AMERICA DEVELOPMT. BANK			(32)	(32)
G007	INTL BANK RECON. & DEV			(62)	(62)
G009	OTHER INTL AGENCIES			(320)	(320)
G010	OTHER UN AGENCIES	(14)		(397)	(412)
G011	*CL*UNDP			0	0
G013	UNESCO-WORLD HERITAGE	(9)		(644)	(652)
G020	MIKE-Mate Illid King of Eleph			(65)	(65)
G110	UNDP GEF FUNDS	(7)		(7'705)	(7'712)
G112	UNDP OTHER FUNDS	(9)		(465)	(474)
G120	UNEP GEF FUNDS			(1'139)	(1'139)
G122	UNEP OTHER FUNDS	(7)		(984)	(991)
G130	WORLD BANK GEF FUNDS			(501)	(501)
G132	WORLD BANK OTHER FUNDS			(1'194)	(1'194)
G140	UNF-UNITED NATIONS FOUNDATION			(3)	(3)
H002	ASSOC. & FOUNDATIONS	(185)		(1'176)	(1'361)
H006	FORD FOUNDATION			(113)	(113)
H009	INTNL. ARGUIN BANK FOUNDATION			(668)	(668)
H011	KEIDANREN NATURE CONSV. FUND			(40)	(40)
H014	MAYA FOUNDATION			(87)	(87)
H020	TOTAL FOUNDATION			(249)	(249)
I002	CORPORATIONS	(21)		(1'186)	(1'207)
J001	INDIVIDUALS	(93)		(12)	(12)
M001	MISC OTHER INCOME	(800)	(12)	(63)	(156)
M014	MISC OTHER INCOME	(84)		(3)	(87)
N001	INTERNAL	(1'419)		(90)	(1'509)
V999	Various Donors Combined			(62)	(62)
	Total	(15'287)	(19'844)	(65'941)	(101'071)

RECONCILIATION TO THE ACCOUNTS				
BALANCE AS ABOVE	(15'287)	(19'844)	(65'941)	(101'071)
INTEREST INCOME (NON-OPERATIONAL)	597		56	653
CAPITAL GAINS (NON-OPERATIONAL)	231		(0)	231
EXTERNAL OPERATING INCOME AS PER ACCOUNTS	(14'458)	(19'844)	(65'884)	(100'186)

AUDITOR'S REPORT

To the Council of the
**IUCN, International Union for Conservation
of Nature and Natural Resources**, Gland (Switzerland)

As statutory auditors, we have audited the accounting records and the consolidated financial statements of the IUCN, International Union for Conservation of Nature and Natural Resources ("IUCN") for the year ended December 31, 2006.

These consolidated financial statements are the responsibility of IUCN's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We confirm that we meet the legal requirements concerning professional qualification and independence.

Our audit was conducted in accordance with Swiss Auditing Standards as well as with International Standards on Auditing (ISA), which require that an audit be planned and performed to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. We have examined on a test basis evidence supporting the amounts and disclosures in the consolidated financial statements. We have also assessed the accounting principles used, significant estimates made and the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the accounting records and the consolidated financial statements present fairly, in all material respects, the consolidated financial position of IUCN as at December 31, 2006, and the consolidated results of its operations and cash flows for the year then ended in accordance with Swiss law and IUCN statutes.

We recommend that the consolidated financial statements submitted to you be approved.

DELOITTE SA


Jean-Marc Jenny
Auditor in charge

May 3, 2007

**IUCN International Union for
Conservation of Nature and Natural Resources**,
Gland (Switzerland)

**Consolidated Financial Statements for the
Year ended December 31, 2006
and Auditors' Report**

Attached: Consolidated financial statements (consolidated balance sheet, consolidated income statement, consolidated cash flow statement and notes)

IUCN - THE WORLD CONSERVATION UNION

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

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ANNEX A – DISTRIBUTION OF FRAMEWORK AGREEMENTS FUNDS

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ANNEX D – ANALYSIS OF 2006 MOVEMENTS IN PROJECT BALANCES

IUCN - THE WORLD CONSERVATION UNION CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2006

(In Thousands Swiss Francs)	Notes	2006	2005
ASSETS			
Current assets			
Cash and short term bank deposits	III	50,869	44,190
Marketable securities	IV	6,208	6,046
Membership dues receivables	V	3,803	4,237
Staff receivables	VI	285	551
Receivables from partner organisations	VII	137	137
Other account receivables		2,004	1,743
Subtotal		63,714	56,904
Framework agreements receivables	VIII	2,256	707
Project agreements receivables	IX	7,098	5,274
Total current assets		73,068	62,885
Fixed assets (Net)			
Land and buildings		11,778	12,098
Furniture, fixtures and equipment		1,794	1,980
Total fixed assets	X	13,572	14,078
TOTAL ASSETS		86,640	76,963
LIABILITIES AND FUND BALANCES			
Current liabilities			
Membership dues paid in advance	XI	1,627	1,160
Accounts payable and accrued liabilities		4,101	4,238
Social charges payable	XII	462	316
Staff leave and repatriation		1,114	1,188
Advances by donors on project agreements	IX	43,297	38,604
Deferred income and advances on framework agreements	VIII	4,282	1,182
Miscellaneous current liabilities		57	416
Total current liabilities		54,940	47,104
Provisions			
Membership dues in arrears	V	1,326	1,692
Projects in deficit	XIII	1,715	1,520
Total provisions		3,041	3,212
Reservations			
Staff termination		2,955	2,589
World Conservation Congress and other	XIII	436	551
Total reservations		3,391	3,140
HQ building fund	X	11,100	11,409
Reserves and net balance from operations			
IUCN Fund (council designated reserves)	XV	6,746	6,618
Currency translation adjustment	XVI	730	528
Cost Centres reserves & Unrestricted capital fund	XVIII	4,812	3,039
Secretariat contingency fund	XVIII	1,881	1,913
Total reserves and net balance from operations		14,169	12,098
TOTAL LIABILITIES AND FUND BALANCES		86,640	76,963

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

I. ACTIVITY

IUCN-The World Conservation Union was constituted by Statutes adopted in 1948 at a conference convened by the Republic of France, with membership comprised of States, Governmental Agencies, and International and National Non-governmental Associations. The members registered IUCN Statutes as an international association of governmental agencies and non-governmental organizations under Article 60 of the Swiss Civil Code. The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are expressed in thousands of Swiss Francs (CHF) unless otherwise indicated.

1. Accounting Convention

The financial statements are prepared under the historical cost convention and are in accordance with the Swiss GAAP and under the framework of the Swiss Law and Best Practice.

2. Income

Unrestricted income is accounted for on an accruals basis. Framework Agreements income, which is not of a project nature, and which is attributable to the financial year is recognized on an accruals basis once the agreement has been signed. Framework Agreements income of a project nature is recognized on the basis of the actual expenditure incurred.

3. Expenditure

All unrestricted expenditure is accounted for on an accruals basis. Project expenditure is accounted for on a cash basis except at the end of the project when it is recognised on an accruals basis.

4. Project agreements

Project agreements are funds received or to be received from donors in accordance with specific agreements. These funds are subject to a restricted use, usually determined by specific budget lines included in the agreement.

At the close of the year, based on the accrued expenditure and cash income, projects may be in positive or negative balances. The sum of the positive balances is reported as Advances by donors on Project Agreements in the Balance Sheet while the sum of the negative balances is reported as Project Agreement Receivables.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

5. Framework agreements

Framework agreements represent funds received or to be received from donors in accordance with signed agreements. These funds are subject to some restriction in their use, but unlike projects, the restrictions are more generic and generally determined by geographic or thematic conditions.

6. Foreign exchange

In accordance with IUCN Regulations, the reporting currency is Swiss Francs (CHF) in which IUCN Headquarters accounting records are maintained. However, all offices except the United Kingdom maintain their ledgers and books of accounts in US Dollars (USD) or Euros (EUR).

The following accounting policies were applied while converting transactions and balances to the reporting currency:

- Transactions denominated in currencies other than the office ledger currency are converted and recorded on the basis of the exchange rates prevailing at the date of the transaction. At the end of the year all accounts maintained in the original currencies are valued to the currency of the office ledger at the year-end rate. The gains and losses created are recognised in the income and expenditure statement of that ledger.
- At consolidation, all transactions in non-CHF ledgers are translated at the monthly rate of exchange, and the resulting gain or loss on exchange is accounted for in the income and expenditure statement.
- Except for fixed assets which are stated at historical values, the consolidated balance sheet is translated at the year-end exchange rate and the resulting net unrealised gain or loss is shown as currency translation adjustment in the balance sheet.
- Project balances expressed in USD and EUR base currencies are re-valued to CHF using the end of year exchange rates. The resulting net unrealised gain or loss is recognized in the currency translation adjustment.

7. Year-end Exchange Rates

The following are the principal rates of exchange used at the end of the year to revalue the balance sheet items to Swiss Francs (CHF) for reporting purposes:

	31 Dec 2006	31 Dec 2005
US Dollar	1.2197	1.3159
EURO	1.6096	1.5585

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

8. Fixed assets

Fixed asset purchases are capitalised when the purchase price is CHF 500 and above (or the equivalent in other currencies) and when ownership resides with IUCN. Fixed assets are depreciated over their estimated useful lives on the following basis:

- Computer hardware and software 3 years
- Vehicles 4 years
- Office Equipment 5 years
- Office Furniture 7 years
- Building Renovations 10 years
- Buildings 50 years

9. Provision against Membership dues receivable

A general provision against outstanding membership dues is made to recognise the probability that not all dues will be received. This increase or decrease in the total provision is charged or processed through the income statement. Provision for membership dues in arrears is calculated on the following basis, based on the outstanding balance at the close of the year.

- Membership dues outstanding for five or more years 100%
- Membership dues outstanding for four years 80%
- Membership dues outstanding for three years 60%
- Membership dues outstanding for two years 40%
- Membership dues outstanding for one year 20%

The provision against the arrears of some state members is calculated on an individual basis after a review of their own special situations.

10. IUCN Fund

The IUCN Fund is maintained in order to preserve the Union's capital base. All income earned on the fund during the year is added to its capital value. The use of the fund is governed by the IUCN Council and is reserved as a last resort in the event of a major financial crisis.

The Wasaa facility fund was set up following the acquisition and outfitting of the Wasaa building in Nairobi, Kenya using funds advanced at the time from the World Conservation Trust Fund which is now part of the IUCN Fund. The separate restricted reserve of CHF 291k at 31 December 2006 (2005 - CHF 259k) was created to account for repayment of the capital amount and is included as part of the IUCN Fund. IUCN is required to maintain separate books of accounts for the Wasaa Trust under the laws of Kenya in which it is domiciled.

11. Unrestricted income

This represents funds received by IUCN without externally imposed restrictive conditions.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

III. CASH AND SHORT TERM DEPOSITS

As at 31 December 2006, cash and short-term bank deposits included all the bank accounts operated by IUCN worldwide. Of the balance held at Headquarters, CHF 216k (2005 - CHF 283k) is part of the IUCN Fund. The analysis by region or offices is as shown on the table on the right.

REGION OR OFFICE	2006	2005
Asia	5,828	5,141
Canada	31	202
Central Africa	828	90
Central America	1,362	1,346
Eastern Africa	1,448	997
Europe	830	836
Environmental Law Centre, Bonn	298	336
Headquarters	37,256	30,623
Mediterranean	49	318
South America	39	173
Southern Africa	1,096	2,224
United Kingdom	70	85
United States	232	537
Western Africa	1,311	1,052
West-Central Asia and North Africa	191	230
TOTAL	50,869	44,190

Current account balances

The cash balances at Headquarters are represented principally by the following current account balances between Headquarters and the regional offices. Country offices that report directly to regional offices, do not have a direct current account relationship with Headquarters other than for Russia, which has been included as part of the balance due to Regional Office for Europe. The balances of the current accounts between Headquarters and regions as at 31 December 2006 and 2005 are shown below. Credit amounts are shown as negative and indicate amounts owed to the regions by Headquarters as at 31 December.

	2006 Balance expressed in Currency	2006 Balance expressed in CHF	2005 Balance expressed in Currency	2005 Balance expressed in CHF
Asia Regional Office	USD (2,493)	(3,041)	(4,343)	(5,715)
Canada	USD 236	288	127	167
Central Africa Regional Office	EUR 40	64	11	17
Regional Office for Central America	USD (592)	(722)	(628)	(828)
Eastern Africa Regional Office	USD (13)	(16)	(1,318)	(1,735)
Regional Office for Europe	EUR (421)	(678)	34	53
Environmental Law Centre, Bonn	EUR (543)	(875)	(650)	(1,019)
Mediterranean	EUR (155)	(249)	(437)	(675)
WESCANIA Regional Office	USD (579)	(706)	(776)	(1,021)
Regional Office for South America	USD (473)	(577)	(424)	(558)
Regional Office for Southern Africa	USD (250)	(305)	(133)	(182)
United Kingdom	CHF (37)	(57)	(615)	(615)
United States of America	USD (227)	(277)	(409)	(638)
Regional Office for West Africa	EUR (1,405)	(2,261)	(798)	(1,244)
Wasaa Trust loan account	CHF 213	213	213	213
Wasaa Trust Current Account	CHF (14)	(14)	22	22
TOTAL		(9,193)		(13,550)
Headquarters Cash balances	CHF	37,256		(13,550)
Net Cash position at Headquarters	CHF	28,063		17,073

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

IV. MARKETABLE SECURITIES

The portfolio of marketable securities is the principal component of the IUCN Fund. The portfolio is stated on the balance sheet at the lower value of cost or market as at 31 December. The valuation has been done on an individual security basis.

	COST	MARKET VALUE	LOWER OF COST OR MARKET
2006			
Marketable Securities - IUCN Fund	6,238	6,817	6,208
2005			
Marketable Securities - IUCN Fund	6,058	6,517	6,046

V. MEMBERSHIP DUES RECEIVABLES AND PROVISIONS

Provisioning for Membership dues in arrears is made in line with the policy approved by the IUCN Council, described in note II.9.

Description	2006	2005
Gross Membership Dues Receivable	3,803	4,237
Provision against dues in arrears	(1,326)	(1,692)
Net Membership Dues Receivable	2,477	2,545

Aging analysis	2002 & earlier	2003	2004	2005	2006	Total
State Members	119	134	291	732	1,572	2,848
Government Agencies	12	11	33	183	281	520
International NGOs	3	3	4	6	11	27
National NGOs	0	8	50	121	198	377
Affiliates	0	4	5	7	15	31
Total	134	160	383	1,049	2,077	3,803
Percentage of total	3%	4%	10%	28%	55%	100%

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

VI. STAFF RECEIVABLES

Staff receivables are comprised of travel advances, payroll advances and loans to staff outstanding as at 31 December. The credit amounts within the staff accounts that are due to staff are netted off with the receivables.

Description	2006	2005
Travel Advances - Net	153	353
Payroll advances and Staff Loans	132	198
Total Staff Receivables	285	551

VII. RECEIVABLES FROM PARTNER ORGANISATIONS

These amounts represent balances due from (or due to) organisations associated with IUCN, and which were outstanding as at 31 December.

Description	2006	2005
RAMSAR Convention Bureau	323	(36)
Traffic International	12	34
Tropical Forest Trust & ZERI Group	14	14
Other receivables *	196	125
Total Receivables from Partner Organisations	545	137

* Includes: South America (CHF 58k) United Kingdom (CHF 95k), Asia (CHF 39k) and Meso America (CHF 3k)

VIII. RECEIVABLES AND DEFERRED INCOME ON FRAMEWORK AGREEMENTS

Receivables on Framework Agreements represent the balances of the framework agreements not received as at the end of the year. Amounts outstanding are normally accrued and included as part of the framework agreements income. The outstanding amount as at 31 December 2006 was CHF 2,256k due from three regional frameworks compared to 2005 amount of CHF 707k due from two regional framework donors.

Deferred income on Framework Agreements represents the net balances on the restricted activities funded by framework agreements or income received in advance of the period in which it relates. Unlike projects, deficits are netted off the surpluses taking account of the balances brought forward from the previous year. As of 31 December 2006, the deferred income and advances on framework agreements amounted to CHF 4,282k (2005 – CHF 1,182k).

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

IX. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

Receivables and Advances on project agreements are calculated respectively from the portfolio of projects in deficit and from the portfolio of projects in surplus at the close of the year. Both are calculated at the main project level and amount to the following as at 31 December 2006: Project agreement receivables – CHF 7,098k (2005 - CHF 5,274k) and Project advances to CHF 43,297k (2005 - CHF 38,604k).

X. FIXED ASSETS

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful life as per note 11.8. The Headquarters building is discussed in more detail in the note below.

	Headquarters Building	Vehicles Equipment Furniture & Fixtures	Other Land and Buildings	Total
Cost:				
Balance as at 01 January 2006	17,643	9,698	794	28,135
Additions		511		511
Balance as at 31 December 2006	17,643	10,209	794	28,646
Depreciation				
Balance as at 01 January 2006	(6,234)	(7,718)	(105)	(14,057)
Charge for the year	(309)	(697)	(11)	(1,017)
Balance as at 31 December 2006	(6,543)	(8,415)	(116)	(15,074)
Net Book Value:				
Balance as at 01 January 2006	11,409	1,980	689	14,078
Balance as at 31 December 2006	11,100	1,794	678	13,572

HEADQUARTERS BUILDING

1. Headquarters building, fixtures and fittings

During the period 1990 to 1993, IUCN received donations from the Swiss Confederation, the Canton of Vaud, the Commune of Gland and other donors for the purpose of constructing a facility to house the IUCN Secretariat Headquarters. The Commune of Gland gave IUCN the right to use the land, at no cost, for 50 years, beginning in 1993. As at the date of assignment, the land was valued at CHF 4,250k; this value is not reflected in these financial statements.

Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss government. If disposed of, the Swiss Government will recuperate its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in the fixed assets but is offset by a corresponding fund created to recognise the restricted nature of the building.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

2. Accumulated depreciation on the Headquarters building

The building is depreciated over the 50-year land-use right. Depreciation began on 1 January 1993 and has been charged to the Headquarters building fund. Therefore the net Headquarters building asset balance of CHF 11,100k (2005 - CHF 11,409k) reflects the capitalised value of CHF 17,643k less the accumulated depreciation as of 31 December 2006 amounting to CHF 6,543k (2005 - CHF 6,234k) for which there is a corresponding Headquarters building fund shown on the balance sheet.

3. Insurance value of fixed assets

As at 31 December 2006, the fixed assets at Headquarters were insured for CHF 19,639k (2005 - CHF 19,449k). The WASAA building in Kenya and the fixed assets are insured for Kenya Shillings 36.5 million (CHF 643k), which is the estimated replacement value.

XI. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represents amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 4,101k as at 31 December 2006 (2005 - CHF 4,238k), CHF 1,213k (2005 - CHF 916k) related to Headquarters and the balance to regional and country offices.

XII. STAFF LEAVE AND REPATRIATION

Staff leave refers to the holiday entitlement, which had not been taken up by staff by the end of the year. The recognition of liabilities against staff leave is made only in order to comply with local laws where this is necessary. Staff members are not allowed to carry forward from one year to another a cumulative leave balance of more than 10 days and any outstanding leave days are normally covered as part of the normal staff notice period. The balance at year end also comprises the estimated cost of repatriation of the international staff currently on the payroll.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

XIII. PROVISIONS AND RESERVATIONS

1. Provision against Projects in deficit

The provisions against projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred. The following is an analysis of these provisions by region.

Region	2006	2005
Asia Region	201	140
Central Africa Region	267	258
Eastern Africa Region	503	349
Europe Region	65	219
Headquarters	350	208
Southern Africa Region	50	74
Western Africa Region	259	252
Other Offices*	20	20
TOTAL	1,715	1,520

* Other offices include the Environmental Law Centre in Bonn, Germany, and the UK Office in Cambridge.

2. Reservation for Staff Termination

The provision against costs associated with termination of staff contracts is treated as a soft reserve and categorised under reservations. It is calculated separately for each office in line with the need to comply with local labour laws. A target recommendation of 10% of the gross payroll cost has been set for offices that are not bound by local laws.

Region	2006	2005
Asia Region	363	342
Central Africa Region	101	83
Eastern Africa Region	239	258
Europe Region	101	101
Headquarters & Other	1,319	894
Southern Africa Region	135	183
Western Africa Region	439	380
Meso America Region	2	0
South America Region	223	213
United Kingdom	33	135
TOTAL	2,955	2,589

XIV. NET MOVEMENTS IN PROVISIONS AND WRITE-OFFS

The following amounts were written off using the provisions made in previous years:

- Membership rescissions – CHF 717k
- Projects in deficit written off – CHF 204k
- Provision for staff termination utilised during the year - (HQ) CHF 141k

During the year, additional provisions were made as follows:

- Provision against outstanding Membership Dues – CHF 351k
- Provisions for specific Projects in deficit – CHF 361k
- Provision for staff termination - (HQ) CHF 518k

The table below provides the global movements in provisions indicated on the balance sheet:

	Balance as at 1 January 2006	Addition	Utilization & write-offs	Net movement during 2006	Balance as at 31 December 2006
Provisions & Reservations					
Staff termination	2,589	1,065	(699)	366	2,955
Membership dues	1,692	351	(717)	(366)	1,326
Projects in Deficit	1,520	929	(734)	195	1,715
Congress and Other reservations					
Congress 2008 Provision	0	666	(335)	331	331
Unrestricted Commitments	489	100	(565)	(665)	24
Contingency Fund	16	232	(204)	28	44
Unrestricted Capital Fund	46	5	(14)	(9)	37
Sub-total	551	1,003	(1,118)	(115)	436
Total	6,352	3,348	(3,269)	80	6,432

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

XV. IUCN FUND – COUNCIL DESIGNATED RESERVES

The reserves and funds, as detailed below, are maintained to reflect the restricted nature of certain income and to protect IUCN's financial position against possible future adverse operating conditions. During the year ended 31 December 2006 there was a net surplus of the fund's operations of CHF 128k (2005 - CHF 268k). The analysis of the movements of the fund is as follows:

	IUCN Fund	WASAA Trust Fund	TOTAL
Balance as at 1 January 2006	6,359	259	6,618
Rental / Interest Income	69	50	119
Capital Gains	122		122
Marketable Securities revaluation loss	(14)		(14)
Expenses	(82)	(18)	(100)
Net movements during the year	95	32	127
Balance as at 31 December 2006	6,454	291	6,745

XVI. CURRENCY TRANSLATION ADJUSTMENT & FOREIGN EXCHANGE GAINS AND LOSSES

Currency translation adjustment represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of the US Dollar and the Euro against the Swiss Franc. All ledgers other than those at Headquarters and the United Kingdom are expressed in either the US Dollar or the Euro. All assets and liabilities except fixed assets, are re-valued to the Swiss Franc at the respective rates of exchange at the end of the year. The resulting revaluation gain or loss is accounted for in the balance sheet under the currency translation adjustment. Fixed assets are carried at historical values.

Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The unrestricted gain on exchange for the year amounted to a net of CHF 834k (2005 - net loss of CHF 664k).

XVII. SWISS GOVERNMENT TAX REBATES

In order to have one salary scale and one payroll for both Swiss and non-Swiss staff at Headquarters, taxes payable by non-Swiss staff are shown as Tax Rebates by the Swiss Government and included as part of unrestricted income under the terms of the agreement. The total amounted to CHF 1,563k (2005 - CHF 1,601k) and represents the real value of taxes that would have been paid by non-Swiss staff members exempted on the basis of the Fiscal Agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987.

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

XVIII. COST CENTRES RESERVES AND SECRETARIAT CONTINGENCY FUND

Reserves and cost centres balances are expressed in historical values. Although the balances in other currencies have been converted at the CHF closing rates of exchange, the net effect of CHF 193k (2005 - CHF 140k) is shown as an adjustment to the Secretariat Contingency Fund.

	Reserves as at 1-Jan-05		2005 net movement		2005 Reserves as at 31-Dec-05		2006 Reserves as at 31-Dec-06		2006 Reserves as at 31-Dec-06	
	EUR	CHF	EUR	CHF	EUR	CHF	EUR	CHF	EUR	CHF
West Africa	39	28	(11)	55	15	(1)	69	24	(2)	112
Environmental Law Centre	54	37	(15)	76	(5)	25	122	(82)	0	40
Asia	879	(252)		627	(87)	0	540	(105)	0	659
Central America	120	(2)		118	1	(0)	119	1	(0)	145
South America	3	15	(6)	12	23	(2)	33	15	28	40
Mediterranean Office	0	0		0	100	0	100	0	161	161
United States	(11)	(1)	0	(12)	53	(5)	(12)	(15)	65	(6)
Commissions Operation Funds	92	85	(37)	140	(44)	(11)	86	47	(44)	(11)
Environmental Law Commission	0	7	(3)	4	0	0	4	0	0	0
3/C Funds	866	(616)		249	(12)	0	238	249	(12)	0
UK restricted activities	113	(61)		52	56	0	111	53	58	0
African Elephant Trust Fund	127			127			127	127	0	0
Oceania	0	0	0	0	0	9	(1)	0	9	(1)
Sub Total								1,687	102	(23)
HQ Programme Units	156	(80)		215	280	70	46	201	70	46
Global Programme	225	101	(40)	285	(12)	25	298	285	(12)	25
Global Strategic Group	312	336	(134)	513	843	(64)	1,092	513	643	(64)
Global Operations Group	155	273	(4)	425	839	(87)	1,377	425	839	(87)
HQ Corporate Units	31	(69)		84	46	(37)	50	46	(37)	50
Total Headquarters units	879	571	101	1,551	1,511	(18)	3,044	1,551	1,503	(18)
Reclassification to SCF							(290)	290		
Total Cost Centres Reserves								2,898	1,895	(41)

	Reserves as at 1-Jan-05		2005 net movement		2005 Reserves as at 31-Dec-05		2006 Reserves as at 31-Dec-06		2006 Reserves as at 31-Dec-06	
	EUR	CHF	EUR	CHF	EUR	CHF	EUR	CHF	EUR	CHF
Secretariat Contingency Fund	4,724	(521)	13	4,216	426	41	4,883	4,216	426	41
East Africa Regional Office	(391)	(431)	0	(823)	(123)	0	(946)	(1,093)	(151)	0
Central Africa	9	(147)	(4)	(147)	0	(0)	(147)	(237)	0	(237)
Canada	88	(182)	0	(95)	(0)	(0)	(95)	(115)	(0)	0
Europe	(124)	(91)	0	(215)	(24)	0	(239)	(246)	(83)	0
Southern Africa	122	(610)	0	(488)	(83)	0	(572)	(596)	(102)	0
Wisconsin Regional Office	(38)	34	(14)	(17)	0	(0)	(17)	(21)	0	(21)
Reclassification from Cost Centre Reserves							290	290		
Total Cost Centres in deficit								(2,038)	(581)	(0)
Restatement of balances to historical values (movement in exchange)								(193)		(193)
Adjusted Sec Contingency Fund								1,995	(155)	41
Total Balances from operations								4,953	1,740	(0)

Note: SCF = Secretariat Contingency Fund B/Fwd = Balance brought forward CFwd = Balance carried forward

IUCN - THE WORLD CONSERVATION UNION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

XIX. AGREEMENTS INCOME

1. Programme restricted and core funds under Framework Agreements

Annex A provides the listing of contributions by donors under Framework Agreements from which the income was allocated to the various IUCN programmes.

2. Income from Project, Framework Agreements and Other Sources

Annex B (summary) and C (Detailed) provides a breakdown of income by donor and/or other sources. It includes unrestricted contributions, framework agreements income and restricted projects income on the basis of actual cash receipts.

3. Net movements on restricted projects and framework agreements

Annex D provides a detailed analysis of movements in both framework agreements and projects at the individual project level. Within the current IUCN numbering system, framework agreements projects are accounted for under series 6; all others (series 7 and 8) are restricted projects. This table analyzes both the income and expenditure for the year as well as the net allocations and any adjustments to the balances brought forward. The latter includes revaluations of project balances if the base amounts are held in USD or EUR ledgers. These balances are shown in full owing to numerous small project movements.

XX. OTHER OPERATING INCOME

The other operating income of CHF 2,325k (2005 – CHF 2,403k) shown under Secretariat unrestricted funds includes CHF 631k (2005 – CHF 612k) overhead and management fees from The Ramsar Convention Bureau, and IUCN Headquarters Cafeteria sales income of CHF 286k (2005 - CHF 334k). 2005 was an exceptional year for the Cafeteria in which it catered for more than 4000 visitors compared to 2300 visitors in 2006. The balance of other operating income is made up of other miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

XXI. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES

Project balances are usually expressed in the currency of ledger, that is Swiss Francs, US Dollars or Euro. At the end of the year, project balances expressed in USD or EUR are individually revalued at the end of year exchange rates as reflected in Annex D. The resulting unrealised gain or loss used to adjust the project balances is processed through the balance sheet (advances by donors on project agreements and project agreement receivables), and the currency translation adjustment. The net adjustment is passed through the Income Statement for purposes of reflecting the net movement on the project portfolio and has no effect on the unrestricted reserves balances.

2006 PROGRAMME RESTRICTED AND CORE FUNDS UNDER FRAMEWORK AGREEMENTS		ANNEX A			
Amounts in thousands Swiss Francs	2006 Secretariat expenditure	FA core allocation	Total Programme Restricted	Total 2006 allocation	US State Department (US\$)
Strategic Innovation (SIC Fund)	146	210	-	356	-
Global Programmes Team	2,446	3,476	-	5,922	-
Global Programmes and IAC	2,492	3,573	-	6,065	-
Secretariat Office	644	407	-	1,051	-
Eastern Africa Region	2,709	853	-	3,562	-
Southern Africa Region	2,793	886	-	3,679	-
West Africa Region	1,971	867	-	2,838	-
Asia Region	7,575	1,479	-	9,054	-
Meso America	2,005	653	-	2,658	-
Latin America	2,163	651	-	2,814	-
Europe	871	505	-	1,376	-
West Central Asia and North Africa Region	1,166	136	-	1,302	-
Mediterranean Office	1,111	229	-	1,340	-
Policy Unit and Washington Office	1,271	272	-	1,543	-
Consortia	70	292	-	362	-
Membership Fund	-	-	-	-	-
Sub Total Regional Components	24,929	7,048	-	31,977	-
Chief Scientist	517	406	-	923	-
Policy, Biodiversity & International Agreements	569	556	-	1,125	-
Forest Programmes	1,072	579	-	1,651	-
Terrestrial Mammals	1,007	571	-	1,578	-
Ecological Management	581	233	-	814	-
Wildlife and Water Programme	1,062	469	-	1,531	-
Environmental Law Centre	1,417	919	-	2,336	-
Protected Areas Programme	1,820	328	-	2,148	-
Species Programme	1,415	326	-	1,741	-
Life Sciences	415	360	-	775	-
Economics Advisor	353	291	-	644	-
Social Policy Advisor	363	322	-	685	-
Gender Advisor	202	135	-	337	-
Business & Biodiversity	734	302	-	1,036	-
Sub Total Global Thematic units	11,521	7,133	-	18,654	-
Director Global Strategies	523	100	-	623	-
The Future of Sustainability	47	214	-	261	-
Knowledge Management	17	374	-	391	-
Communication	1,104	429	-	1,533	-
Administration & Education	455	429	-	884	-
IT	574	-	-	574	-
Public Relations	134	-	-	134	-
Membership Council	1,936	-	-	1,936	-
Sub Total Global Strategies Group	5,109	1,117	-	6,226	-
Commission on Education and Communication	225	217	-	442	-
Commission on Ecosystem Management	305	305	-	610	-
World Commission on Protected Areas	229	271	-	500	-
Species Survival Commission	257	318	-	575	-
Commission on Environment, Economics and Social Policy	226	190	-	416	-
Sub Total Commissions	1,578	1,494	-	3,072	-
Director - Global Operations	1,212	100	-	1,312	-
Legal Counsel	548	-	-	548	-
Internal Audit	328	-	-	328	-
Information Management	271	-	-	271	-
Information Management Group	1,261	-	-	1,261	-
Knowledge Network Development/AMS	113	-	-	113	-
Global Finance Group	1,731	-	-	1,731	-
Human Resources Management Group	1,731	-	-	1,731	-
Human Resources Management	1,633	-	-	1,633	-
Sub Total Executive Management & Global Operations	8,518	688	-	9,206	-
OVERALL TOTAL	541,411	20,652	1,066	563,129	1,066
Internal overheads	2,969	-	-	2,969	-
Non operating expenditure and cross charges	705	-	-	705	-
Other adjustments	(94)	-	-	(94)	-
Operating expenses per the Income & Expenditure Statement	51,285				

Reconciliation of Framework Income to the Financial Statements	
Overall Total Allocations as above	1,666
Less: US State Department Allocation (see page 2)	(21,118)
Subtotal as varied & Restricted Funds for allocation in 2007	20,652
Net Total (see below)	20,652

Actual Framework Income Cash Receipts	
Total Cash receipts during 2006	18,853
Receivables at the year end	1,209
Transfer from Sub Reserve Fund	100
Total Framework Agreements Core Funds (as above)	20,272
Total Framework Income as per the Income Statement	21,274

2006 FUNDING UNDER BILATERAL AGREEMENTS

	TOTAL	General Programme	Project Component of Framework Agreements
Donors under Joint Framework Agreements			
Canadian International Development Agency (CIDA) - Canada	663	663	
Danish International Development Agency (DANIDA) - Denmark	4,174	4,174	
Ministry of Foreign Affairs (DGIS) - The Netherlands	4,263	4,263	
Norwegian Agency for Development Cooperation (NORAD) - Norway	2,952	2,952	
Swedish International Development Agency (Sida) - Sweden	5,032	4,876	156
Swiss Agency for Development and Cooperation (SDC) - Switzerland	2,000	2,000	
Ministry of Foreign Affairs (MAE) - France	1,209	1,209	
Total Funding under Joint Framework Agreements	20,293	20,137	156

Non Joint Framework Agreements Donors	
US State Department - Restricted and General Programme funding	1,201
Irish Aid, Ireland - General Programme	240
Total non-joint framework agreements donors	1,442
Total Framework Income as per Income Statement	21,735

Note: The total income from the US State Department of CHF 1,201k is comprised of CHF 1,066k of Restricted Programme Funding and CHF 136k of General Programme.

ANNEX B - SUMMARY OF INCOME BY DONOR OR SOURCE (AMOUNTS IN CHF)

DONOR OR PROJECT CODE	DONOR OR PROJECT DESCRIPTION	UNRESTRICTED INCOME		FRAMEWORK AGREEMENTS		PROJECT AGREEMENTS		TOTALS BY DONOR CATEGORY	
		(CR)	(DR)	(CR)	(DR)	(CR)	(DR)	(CR)	(DR)
	MEMBERSHIP DUES	(10,154,577)							(10,154,577)
B001	BIODIVERSITY SUPPORT PROGRAMME	(3)				(100,024)			(100,024)
B004	CONSERVATION INTERNATIONAL	(7,038)				(707,251)			(714,290)
B007	HIVOS					(127,848)			(127,848)
B009	OTHER NGOS	(17,575)				(782,543)			(800,118)
B011	WORLD WIDE FUND FOR NATURE (WWF)	(200,000)				(192,090)			(392,090)
B012	EUROCONSULT					(3,892)			(3,892)
B013	ECOAGRICULTURE PARTNERS					(38,944)			(38,944)
C002	DUTCH VOLUNTEER SERVICE -SNV					(42,163)			(42,163)
C006	INTL. INSTITUTE SUS. DEV. IISD	(1,327)				(89,880)			(91,208)
C012	RAMSAR CONVENTION BUREAU	(631,478)				(13,841)			(645,319)
C013	ROYAL SOCIETY BIRDS (UK) RSPB	(5,571)							(5,571)
C018	THE NATURE CONSERVANCY-USA	(40,940)				(24,943)			(65,884)
C019	TRAFFIC INTERNATIONAL	(299)							(299)
C020	WGMG - CAMBRIDGE					(84,793)			(84,793)
C024	WORLD WATER COUNCIL					(10,503)			(10,503)
C025	WETLAND INTERNATIONAL					(415,382)			(415,382)
C027	INTNL. TROPICAL TIMBER ORG					(106,785)			(106,785)
C029	IWMI / Int. Water Mgmt Inst.					(11,030)			(11,030)
D001	IUCN COMMITTEE - FRANCE					(438,868)			(438,868)
D002	IUCN COMMITTEE - NETHERLANDS	(16)				(187,856)			(187,856)
E010	AUSTRALIA - GOVT AGENCIES					(109,103)			(109,103)
E012	ENVIRONMENT AUSTRALIA					(662,642)			(662,642)
E030	AUSTRIA: MINISTRY ENVIRONMENT					(1,745,215)			(1,745,215)
E050	CANADA - CIDA					(276,258)			(276,258)
E060	CANADA - IDRC	(105,986)				(183,138)			(289,124)
E070	CANADA - OTHER GOVT	509		(2,061,649)		(2,652,876)			(4,714,015)
E090	DENMARK - DANIDA					(20,893)			(20,893)
E100	DENMARK - OTHER GOVT					(3,155)			(3,155)
E110	ECUADOR: MIN. OF ENVIRONMENT					(2,348,454)			(2,348,454)
E120	EUROPEAN COMMISSION					(646,178)			(646,178)
E130	FINLAND - FINNIDA					(114,322)			(114,322)
E140	FINLAND - OTHER GOVT					(279,442)			(279,442)
E150	FRANCE - GOVT AGENCIES	(2,463)				(238,290)			(240,753)
E160	FRANCE - MINISTRY ECOLOGIE&DVP					(62,440)			(62,440)
E170	FRANCE: EMBASSY OF					(1,209,450)			(1,209,450)
E180	FRANCE-MINISTRY FOREIGN AFFAIR					(36,566)			(36,566)
E190	GERMAN TECHNICAL ASSISTANCE GTZ					(521,499)			(521,499)
E200	GERMANY GOVT AGENCIES- BMZ	1,327				(368,348)			(367,021)
E210	GERMANY: ENVIRONMENT MIN- BMU					(240,255)			(240,255)
E220	IRELAND GOVT AGENCIES					(692,636)			(692,636)
E230	ITALY: MFA COOP & DEVPT - DGCS	(21,701)				(188,316)			(209,017)
E232	ITALIAN - OTHER GOVT					(71,842)			(71,842)
E240	JAPAN INTERNATIONAL COOP. AGENCY					(23,861,836)			(23,861,836)
E260	NETHERLANDS - GOVT AG.	(21,141)		(4,262,500)		(516,412)			(4,779,653)
E270	NETHERLANDS - LIV	(4,671)				(10,978)			(15,649)
E280	NETHERLANDS - NEDA					(2,819,311)			(2,819,311)
E290	NORWAY - NORAD					(600)			(600)
E310	OMAN: REG. MUNICIPAL & ENVIRON					(502,255)			(502,255)
E320	OTHER GOVERNMENTS	(1,021)				(448,498)			(1,469,753)
E349	SOUTH AFRICAN GOVT DEPARTMENTS					(625,958)			(625,958)
E350	SPAIN: DEPT OF MEDIA AMBIENT					(421,337)			(421,337)
E351	GOVT OF ANDALUCIA - SPAIN	(9,478)				(37,282)			(46,760)
E360	SRI LANKA. MIN. ENVIRONMENT					(75,529)			(75,529)
E370	SWEDEN - OTHER GOVT.					(5,905,356)			(5,905,356)
E380	SWEDEN - SIDA	485		(7,144,092)					(6,659,207)

IUCN
WORLD CONSERVATION CONGRESS
5–14 October 2008, Barcelona, Spain

Appointment of External Auditors

Action Requested: The World Conservation Congress is requested to APPROVE the appointment of Deloitte Switzerland as external auditors for the 2009–2012 intersessional period.

Background

1. Deloitte Switzerland, a member of Deloitte, Touche and Tohmatsu, were appointed external auditors during the Bangkok Congress of November 2004 for the period 2005 through 2008. They conducted their first audit of the accounts for the year 2000.
2. IUCN has performed an external audit of its financial reporting for the sake of transparency and responsibility towards its donors and members. From the 1st of January 2008, not-for-profit organizations in Switzerland are under obligation to be audited by external auditors if they fall within certain criteria, which IUCN does. In conjunction with this obligation to be audited, the scope of IUCN's audit has been extended to the Commissions and some other entities such as Ramsar. Given the implications of the financial relationship of these entities to IUCN, the 2008 consolidated financial statements will include them.

Recommendation

3. Deloitte have been the IUCN external auditors for a relatively long period of time and have provided satisfactory services and an appreciated level of guidance in the presentation of accounts and implementation of accounting standards. They are also taking an active part this year in the implementation of an Internal Control System (ICS) by providing training and coaching to Headquarters and Regional staff, as well as "blueprints" of areas to cover in this ICS implementation. Taking into account their good understanding of the functioning of IUCN as an international organization, Deloitte's performance is efficient. The Director General's recommendation is to extend their contract for a further intersessional period. As 2008 is the first year in which an external audit is compulsory for IUCN, it is preferable to keep the present auditors for the transition rather than introduce new ones at this time.

Appendix

Work normally undertaken by external auditors

The main purpose of the external auditors is to examine the books of accounts and the accounting systems and express an opinion on the consolidated financial statements prepared by IUCN Management in accordance with Swiss law and the IUCN statutes. In addition to audit work performed at IUCN Headquarters in Gland, Switzerland, a few Regional and Country offices are audited on a selective basis each year to support the issuance of an audit opinion on the consolidated financial statements. Although this selection is done at the discretion of the external auditors, it is usually done in consultation with the Chief Financial Officer and the Internal Auditor.

External auditing services normally include:

- Examination, on a test basis, of evidence supporting the amounts and disclosures in the financial statements;
- Assessment of the accounting principles used and significant estimates made by Management, as well as an evaluation of the overall financial statement presentation;
- Expression of an audit opinion on the fairness of the presentation of the consolidated financial statements prepared by IUCN Management in conformity with generally accepted accounting principles in Switzerland and in accordance with International Standards on Auditing;
- Preparation of an annual letter to Management detailing weaknesses found relating to the systems of internal control and the disclosures in the consolidated financial statements, and recommendations thereon;
- Periodic review of the internal audit department to ensure work undertaken is of adequate professional standard;
- Discussion on external audit work and findings with IUCN Management and the FAC.