



Operational Guidelines for Private Sector Engagement

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Preface

This document is a complete revision of the 2006 *Operational Guidelines for Private Sector Engagement* (developed in response to Resolutions 3.060 and 3.061 and presented to and noted by the IUCN Council in May 2006), in response to Resolution 4.086 adopted at the 4th IUCN World Conservation Congress (Barcelona, 2008) which calls “*on IUCN’s Council as soon as possible, in consultation with the Director General, to approve the Operational Guidelines by which the IUCN Secretariat and the Commissions interact with the private sector and to establish and implement effective mechanisms for consultation and communication with members and Commissions on issues related to private-sector engagement*”.

It draws on the recommendations of the *Review of the Application of the Operational Guidelines for Private Sector Engagement* (E. Duncan and N. Bertrand, December 2008) which was undertaken to i) capture lessons and experiences from the use of the Guidelines to date and; ii) gather information necessary for revision of the Guidelines in order to strengthen and increase transparency of IUCN’s engagement with the private sector. The review also considered recommendations from the *Final report on review of existing agreements between IUCN and the business sector compared to IUCN’s private sector Strategy and Guidelines* (D. Shand, October 2008) applicable to the Operational Guidelines.

This revised version of the *Operational Guidelines for Private Sector Engagement* has been adopted by the IUCN Council at its 72nd meeting, Gland, 2-4 February 2009 (Council Decision C72/22).

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Throughout this document terms referring to persons and staff members in the masculine gender shall apply equally to men and women except where a contrary intention is evident from the context.

1. Introduction

The private sector plays a critical role in determining how biodiversity is used and conserved, and there are clear benefits to businesses in improving environmental performance, including reduced costs, improved innovation, and increased likelihood of regulatory approval.

IUCN's mandate for engaging the private sector is rooted in IUCN's mission to "Influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable".

Since the creation of IUCN in 1948, different General Assemblies and World Conservation Congresses of IUCN Members have passed over 200 resolutions related to the private sector. While some of these highlight the private sector's negative environmental impacts, others recognize the value of positive, substantive engagement with companies.

In particular, Resolution 1.81, adopted at the 1st World Conservation Congress (Montreal, 1996), communicated a clear need for IUCN to engage in constructive dialogue and collaboration with the private sector in order to achieve its Mission, urging "*IUCN Members and the Director General, based on the need to influence private sector policies in support of the Mission of IUCN, to expand dialogue and productive relationships with the private sector and find new ways to interact with members of the business community*". Resolutions 3.060 and 3.061, adopted at the 3rd IUCN World Conservation Congress (Bangkok, 2004), provided further direction on IUCN's private sector engagement, including a call for guidelines to be developed.

IUCN's approach for engaging with the private sector is framed in the 2004 *Strategy for Enhancing IUCN's Interaction with the Private Sector* (hereafter referred to as the 'Private Sector Strategy'; see Box 1), which was endorsed by the Council in 2004 (Council Decision C/60/58). While recognizing the different types of engagement, including direct confrontation and indirect lobbying, the Strategy focuses on facilitating and encouraging cooperative interaction between IUCN and the private sector to better implement the IUCN Programme. It establishes a vision statement and goals; states IUCN's Principles of Engagement; outlines IUCN's experience and niche; and provides criteria for prioritising business partners.

The *Operational Guidelines for Private Sector Engagement* (hereafter referred to as the 'Operational Guidelines') support implementation of the Private Sector Strategy, outlining the necessary processes for developing, implementing and managing engagements with private sector entities. These processes (Section 3) are firmly embedded within existing IUCN policies and procedures, with an emphasis on ensuring that engagement with the private sector includes risk management, reflects IUCN's Value Proposition (see Box 2), and incorporates the principles of Free Prior Informed Consent, transparency and inclusive participation. The Operational Guidelines are expected to be used in conjunction with detailed support and guidance for specific contexts – including the type of engagement, level of risk, and who is carrying out the process – which the Secretariat intends to develop. Further information about the purpose, scope, principles and policy context of these Operational Guidelines is outlined in Section 2.

Box 1 [IUCN Private Sector Strategy](#)¹

Vision

A sustainable global economy in which businesses are committed and effective partners in achieving a just world that values and conserves nature.

Goals

1. A conservation community that is well informed about market mechanisms and understands their potential and limitations to achieve biodiversity conservation.
2. A more accountable private sector which contributes to sustainable development including conservation and social equity.
3. Effective dialogue and collaboration between IUCN and the private sector which helps to achieve conservation through, and alongside, sustainable development.

Criteria for prioritizing business partners

- The Principles of Engagement
- The expected contribution to conservation and social equity:
 - Business sectors in which change is most important and urgent, due to the scale of their direct and indirect negative impacts on the environment and vulnerable people
 - 'Green' enterprise
- The capacity and added value of IUCN
- The risk to IUCN's credibility

See Annex 1 for definitions of terms used in this document related to private sector engagement

Box 2 IUCN Value Proposition

IUCN's main assets are its members, its networks of experts organized through its Commissions, and its worldwide Secretariat. The way in which an organization uses its assets to deliver added value through its products and services is called a 'value proposition'. IUCN's Value Proposition² is:

a. IUCN provides credible, trusted knowledge

b. IUCN convenes and builds partnerships for action

c. IUCN has a global-to-local and local-to-global reach

d. IUCN influences standards and practices

These four features of IUCN's value proposition make the Union distinct from others in the conservation and sustainable development arena. They enable IUCN to demonstrate leadership and ensure it has influence at many levels.

¹ IUCN (2004) [A Strategy for Enhancing IUCN's Interaction with the Private Sector](http://cmsdata.iucn.org/downloads/privatesectorstrategy_31_20march_2004.pdf)
http://cmsdata.iucn.org/downloads/privatesectorstrategy_31_20march_2004.pdf

² IUCN (2008) [A 2020 vision for IUCN](http://cmsdata.iucn.org/downloads/2020_vision_for_iucn_en.pdf)
http://cmsdata.iucn.org/downloads/2020_vision_for_iucn_en.pdf

2. Background

Purpose of the Operational Guidelines

The Operational Guidelines have been developed to support IUCN Component Programmes in efforts to engage with the private sector, both for delivering programmatic results and for fundraising (sponsorship and licensing). The processes outlined in section 3 – which covers all steps of a typical engagement, from strategic thinking on how the private sector could help deliver planned programmatic results, through drafting and signing a contractual document, to implementation and reporting on progress and outcomes – aim to ensure engagements align with the Private Sector Strategy and help the user navigate other relevant IUCN policies and procedures.

A key purpose of these processes is to help Component Programmes manage risks associated with private sector engagement. Such risks include damage to IUCN's reputation and credibility (for example through loss of integrity, values, and/or staff independence; compromising of conservation benefits; and/or loss of goodwill) as well as the risk of financial loss and/or drain on IUCN resources. All processes are based on the Principles of Engagement (see “Principles of Engagement”, below), and seek to reduce the risk of engagement failure and/or damage to IUCN's reputation. The due diligence and a risk management processes seek to proactively identify threats, problems or abnormal circumstances before engagement and then take appropriate measures for minimizing this risk.

Scope of the Operational Guidelines

The processes set out in these Operational Guidelines must be followed by IUCN staff and Commission members when developing, implementing and managing any formal engagement with the private sector aimed at delivering the IUCN Programme (see Annex 1 for a glossary of terms). This includes existing engagements, and cases where individuals provide services to the private sector in the name of IUCN in their professional capacity (with or without compensation).

The principles and processes described here are also available to IUCN members to inform their processes and decisions for engaging with the private sector.

Principles of Engagement³

The processes are built on a set of ethical and practical principles derived from IUCN's Statutes, values and Mission, as is the case with all of IUCN's policies and procedures. These principles seek to ensure coherence and consistency when embarking on new engagements and to help IUCN reduce the risk of damage to its reputation as a result of working with business. Any interaction between IUCN and the private sector should be:

1. *Relevant* to the IUCN vision and Mission.
2. *Consistent* with the general policies of IUCN.
3. *Responsive* to the aspirations of the membership.
4. *Empower* IUCN to implement its Programme and IUCN members to conserve nature.
5. *Effective* and results-based with concrete outcomes that can be measured.
6. *Efficient* in the use of IUCN resources as compared to alternative actions.
7. *Transparent* in the sense of ensuring public access to information, while respecting individual privacy and institutional confidentiality, as appropriate.
8. *Participatory* in the sense of creating opportunities for involvement by affected stakeholders, especially vulnerable groups, while respecting legitimate decision-making mechanisms.
9. *Enhancing* the credibility and autonomy of IUCN.
10. *Promoting* further development and inclusion of the principle of Free Prior and Informed Consent.
11. *Building* on commitment at the highest level within the company – including to sustainable development and social and environmental best practice.
12. *Ensuring* independence of IUCN from the company / industry group.

³ These principles include the nine principles stated in the Private Sector Strategy plus three additional principles proposed during the consultation process on the draft 2006 Operational Guidelines.

Three of these principles merit further elaboration here:

Transparency. IUCN is committed to the principle of transparency in process and decision-making. With respect to the private sector, this transparency is essential for maintaining the trust of IUCN's constituency and helps to manage risk by clarifying and making public the purpose and terms of a relationship and putting the private sector entity in public view regarding its commitments and actions.

The Private Sector Strategy states that IUCN requires public disclosure of the existence and nature of all its relations with the private sector on activities related to the IUCN Private Sector Strategy and the IUCN Programme. IUCN also encourages transparency from its business partners, while at the same time recognizing that confidentiality may be necessary to permit the disclosure of some information to IUCN necessary for developing a workable and meaningful relationship (such as trade and commercial interests). The processes outlined in Section 3 indicate what information should be made public when.

Participation. One common criticism of collaboration between conservation organizations and the private sector is that such collaboration often excludes weak or vulnerable stakeholders, such as impoverished communities or small NGOs that lack the resources to engage on their own behalf.

The Private Sector Strategy states that IUCN and its partners (including business as well as other organizations) will work to ensure that their partnerships are not exclusive. It recognizes that this will often entail extra costs as well as a longer time to agree to objectives and achieve results, but states that the commitment of IUCN to social justice and equity obliges it to make the extra effort. The requirement for an inclusive process is explicitly indicated in the processes set out in this document.

Free Prior Informed Consent (FPIC). Free Prior Informed Consent is often used in the context of indigenous peoples. However, regardless of a specific context, FPIC can be interpreted as "a right of a party to freely grant authorization to another party, within existing legal frameworks (including customary law), for the execution of certain activity that implies access to, and use of, tangible or intangible properties of the party granting authorization, on conditions of no coercion of any kind and prior supply of sufficient information on the purposes, risks or implications of the proposed activity". Resolution 4.052 *Implementing the United Nations Declaration on the Rights of Indigenous Peoples*, adopted at the 4th World Conservation Congress (Barcelona, 2008), recognizes the right of free, prior and informed consent and calls, *inter alia*, for the application of the Declaration to every aspect of the IUCN Programme (including Commission Mandates), policies and practices.

3. The Operational Guidelines for Private Sector Engagement

The processes outlined in this section cover all aspects of developing, implementing, managing and concluding an engagement with the private sector. They aim to ensure that engagements align with the Private Sector Strategy as well as other relevant IUCN policies and procedures, with an emphasis on ensuring that the engagement includes risk management, reflects IUCN's Value Proposition, and incorporates the principles of transparency, participation and Free Prior Informed Consent. These processes apply when both proactively considering an engagement and when a company approaches IUCN.


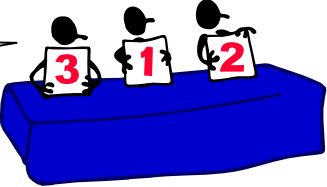
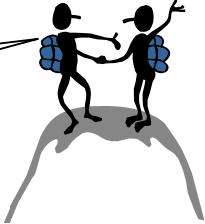
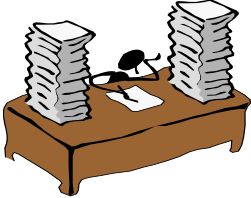

The overall process is:

- 3.1 Define an engagement concept
- 3.2 Select a business partner(s)
- 3.3 Negotiate and formalize the engagement
- 3.4 Implement and manage the engagement
- 3.5 Conclude the engagement

The steps outlined here provide an overview of the necessary practices and procedures. Further detailed guidance will be provided by the IUCN Secretariat to support their implementation, including the provisions of templates, examples and case studies.

Note that the processes involved in selecting a business partner and formalizing an engagement are iterative: the engagement concept, business selection, project concept, negotiation, risk assessment and management, and drafting of a contractual document each inform each other. Therefore, although these processes are presented as steps, it may be necessary to go back to previous steps, for example to refine the project concept as a result of negotiation outcomes or as more information is obtained about the chosen company. In some cases it may even be necessary to select an alternative business partner.

Figure 1.Steps in the Operational Guidelines

KEY QUESTIONS	OUTPUTS
<p>Which sector will be best from the conservation perspective?</p>  <p>STEP 1: HAS THE ENGAGEMENT CONCEPT BEEN APPROVED?</p>	<p>An engagement concept for the Component Programme</p>
<p>Which company should we work with?</p>  <p>STEP 2: HAS THE PROPOSED COMPANY BEEN APPROVED?</p>	<p>An agreed business partner(s)</p>
<p>How do we formalize our engagement?</p>  <p>STEP 3: HAS THE ENGAGEMENT PLAN AND CONTRACTUAL DOCUMENT BEEN APPROVED?</p>	<p>A project concept for the selected business A signed contractual document</p>
<p>What are the steps to implement our engagement successfully?</p>  <p>STEP 4: HAS THE ENGAGEMENT BEEN IMPLEMENTED?</p>	<p>A successful engagement</p>
<p>Let's celebrate a successful engagement!</p>  <p>STEP 5: HAVE ALL COMMITMENTS BEEN COMPLETED? IS THERE RELEVANCE FOR A FOLLOW UP AGREEMENT?</p>	<p>Final engagement report Evaluation report (if applicable) Audit report (if applicable)</p>

3.1. Define an engagement concept

Intent

To strategically determine if, when, and how the private sector might be engaged to help deliver the IUCN Programme

Output

An engagement concept for the Component Programme

Summary

To determine if, when and how the private sector could help deliver a programme of work, IUCN Component Programmes need to strategically assess their expectations, desired results and requirements with respect to the engagement. This applies both when proactively considering an engagement and when a company approaches IUCN. An engagement concept documenting this strategic thinking must be validated by the Delegated Manager.

Required actions

- **Develop an engagement concept which includes:**
 - Clear results expected from engaging the private sector, linked to the IUCN Component Programme results (including operational results)
 - Which sector(s) are targeted and why, with reference to the IUCN Private Sector Strategy
 - What IUCN brings to the engagement, with reference to the IUCN Value Proposition
 - What a private sector entity would gain from the engagement
 - What is needed to make the engagement successful (funds, capacity, etc)
 - What kind of activities are envisioned (joint projects, sponsorships, licensing)
- **Check that the concept:**
 - Does not undermine or duplicate existing IUCN efforts
 - Draws on the interests, experiences, resources and capacity of relevant IUCN Component Programmes, members and partners
- **Validate the engagement concept with the Delegated Manager**

Key IUCN policies and procedures

- [IUCN Private Sector Strategy](#)
- [IUCN Programme](#)
- [2020 Vision](#)
- IUCN Constituency Action Plan
- [IUCN Anti-Fraud Policy](#)
- [IUCN Code of Conduct and Professional Ethics for the Secretariat](#)

3.2. Select a business partner(s)

Intent

To select an appropriate business partner(s) to engage with

Output

An agreed business partner(s)

Summary

Selecting an appropriate business partner(s) to deliver the engagement concept requires assessing potential private sector entities to determine their potential contribution to the IUCN Programme and risk to IUCN. Risk assessment requires a due diligence to identify potential sources of risk and a strategy to manage risk. The selection must be approved by the Delegated Manager prior to any approach to the business or, in cases where a company approached IUCN, before discussions can continue.

Required actions

- **Assess and select potential private sector entities according to:**
 - The greatest expected contribution to the IUCN Programme
For each potential business, assess:
 - Its ability to deliver the engagement concept
 - The commonality of its objectives with those of the IUCN Component Programme
 - Whether there is an internal willingness or an external perceived need to effect change
 - Its potential to replicate successes/lessons learned/experiences within and across the business sector
 - Whether there is a willingness and ability to promote the establishment of industry-wide standards and benchmarks
 - The best opportunities to complement the work of other IUCN Component Programmes, members, and partners
For each potential business, check that engagement:
 - Would not undermine or duplicate existing IUCN efforts
 - Has the potential to draw on the interests, experiences, resources and capacity of other IUCN Component Programmes, members, and partners
- **Perform a due diligence to identify possible sources of risk and prepare a risk management strategy**
- **Obtain approval for the chosen business from the Delegated Manager**
Share the following with the Delegated Manager:
 - The assessment of potential business partners
 - A summary of the due diligence for the selected business(es)
 - The risk management strategy

Key IUCN policies and procedures

- [IUCN Private Sector Strategy](#)
- [IUCN Programme](#)
- IUCN Constituency Action Plan
- [IUCN Anti-Fraud Policy](#)
- [IUCN Code of Conduct and Professional Ethics for the Secretariat](#)

3.3. Negotiate and formalize the engagement

Intent

To negotiate a formal engagement with a selected business

Outputs

A project concept for the selected business

A signed contractual document

Summary

Formalizing an engagement involves exploring with a selected business the mutual benefits in working together and negotiating a contractual relationship. Following the initial contact and in consultation with relevant stakeholders, a project concept must be developed and validated by the Delegated Manager and communicated to the IUCN membership. Negotiations should focus on establishing a mutual understanding of expectations on both sides, clarification of what can and can not be done through the engagement, and a clear path ahead including a time frame and deliverables. A follow-up due diligence must be performed if any areas requiring further investigation were identified during the due diligence, and the risk management strategy updated. The draft contractual document must be signed off by the Delegated Manager prior to signing by the delegated authority according to the IUCN Delegation of Authority. After signing, details of the engagement must be made publicly available.

Required actions

- **Develop a project concept highlighting possible areas of cooperation**

Based on informal consultations with the private sector entity and relevant stakeholders, the project concept must:

- Define the overall purpose and the specific objectives of the engagement, matched to the IUCN Programme and the nature of the business
- Indicate how these objectives could be achieved
- Outline opportunities to involve and/or complement the work of other IUCN Component Programmes, members and partners
- Outline opportunities to strengthen IUCN capacity in existing areas and help develop new capacity
- Indicate the financial viability of the engagement
- Indicate whether a follow-up due diligence is required

- **Submit the project concept to the Delegated Manager for approval**

- **Insert the approved project concept into the ABC list in the Knowledge Network**

- **Communicate publicly that negotiations with the private sector entity are underway, including a summary of the due diligence**

- **If the due diligence identified areas requiring further investigation, complete a follow-up due diligence and update the risk management strategy accordingly**

- **Formalize the engagement with the private sector entity through an appropriate mechanism (Memorandum of Understanding, Memorandum of Cooperation, Contract, Agreement, Terms of Reference, etc)**

The contractual document must:

- Include specific, time-limited, and achievable results and outputs, linked to the IUCN Programme
- Define roles and responsibilities for realizing the results
- Define capacity and resource requirements on both sides
- Define indicators for monitoring and measuring performance, progress, and results
- Define a process to address breach of contract (including non-delivery issues)
- Be consistent with the IUCN Private Sector Strategy and the Principles of Engagement

- Be in line with the IUCN Brand Guidelines and Logo Rules
- Retain the right of IUCN to publicly communicate any opinion or concerns regarding the private sector entity's policies and performance, as well as any issues that may or may not involve the private sector entity
- Include a termination clause
- Define a mechanism for raising grievances from third parties
- Address the need for an independent final evaluation
- **Obtain sign off from the Delegated Manager**
Share the following with the Delegated Manager:
 - An overview of the key elements of the proposed engagement
 - A summary of the due diligence
 - A summary of potential risks and the strategy for managing them
 - A summary of resource needs (human and financial) from IUCN
 - Recommendations for decisions and actions
 - The draft contractual document
- **Once the contractual document is approved and prior to signing, communicate the engagement to the Director General Office and relevant stakeholders**
- **Sign the contractual document**
 - Observe the IUCN Delegation of Authority provisions for signature of the document
 - Ensure the contractual document includes a date of signature; if the signature dates of each party are different, both dates must be included
 - Send the original signed document to Finance and a copy to the Office of the Legal Advisor and the Business and Biodiversity Programme
- **Communicate the engagement publicly, including the due diligence (and, if performed the follow-up due diligence) and a summary of the signed contractual document**

Key IUCN policies and procedures

- [IUCN Private Sector Strategy](#)
- [IUCN Programme](#)
- IUCN Project Guidelines (PAC)
- IUCN Legal Guidelines
- IUCN Brand Guidelines and Logo Rules
- IUCN Delegation of Authority
- IUCN Audit Requirements
- [IUCN Anti-Fraud Policy](#)
- [IUCN Code of Conduct and Professional Ethics for the Secretariat](#)

3.4. Implement and manage the engagement

Intent

To ensure that all obligations and commitments specified in the contractual document are met

Output

A successful engagement

Summary

Implementation of the engagement requires establishing a relationship manager and integrating the commitments and obligations specified in the contractual document into IUCN work programmes and plans. Management involves following IUCN procedures for contract administration (e.g., for project management, payments, invoicing, record keeping, breach of contract), monitoring and reporting, as well as communicating regularly on engagement progress.

Required actions

- **Appoint a relationship manager within IUCN**
- **Integrate planned results of the engagement into the appropriate unit bi-annual component work programme(s) and individual work plan(s)**
- **Ensure appropriate contract administration**
- **Regularly monitor performance using indicators specific to the engagement and linked to the IUCN Component Programme results**
- **Report regularly according to the IUCN system and to the reporting plan agreed with the private sector entity**
- **Follow procedures provided in the contractual document and/or applicable law for any suspected breach of contract (including non-delivery issues)**
- **Provide public updates on engagement progress and results**

Key IUCN policies and procedures

- IUCN Legal Guidelines
- IUCN Brand Guidelines and Logo Rules
- IUCN Audit Requirements
- [IUCN Anti-Fraud Policy](#)
- [IUCN Code of Conduct and Professional Ethics for the Secretariat](#)

3.5. Conclude the engagement

Intent

To ensure completion of all commitments, including a final evaluation of the engagement
To propose the relevance of a follow-up agreement

Outputs

Final engagement report
Evaluation report (if applicable)
Audit report (if applicable)

Summary

Concluding an engagement requires evaluating engagement activities, results and outcomes, both to carry out accountability requirements and as part of the ongoing feedback, learning, and change process to help improve management and decision-making within IUCN. In addition to any final evaluation specified in the contractual document, a final engagement report on activities, results and outcomes must be prepared and communicated to internal and external stakeholders. Formal independent evaluation may also be required, as set out in the IUCN Evaluation Policy. The engagement may additionally be subject to an IUCN internal and/or external audit.

Required actions

- **Prepare a final engagement report and make it publicly available**
 - The report must include:
 - A description of engagement activities
 - Engagement performance and results, with reference to specific indicators
 - Lessons learned
 - An indication of whether the engagement should be renewed, if applicable
- **Undertake any final evaluation specified in the contractual document and/or as required by the IUCN Evaluation Policy**
- **Comply with IUCN Audit requirements**

Key IUCN policies and procedures

- [IUCN Evaluation Policy](#)
- IUCN Audit Requirements
- [IUCN Anti-Fraud Policy](#)
- [IUCN Code of Conduct and Professional Ethics for the Secretariat](#)

Annex 1. Glossary

Component Programmes: IUCN global thematic, regional and Commission programmes.

Delegated authority: Staff member authorized to act for another under the principles of the Delegation of Authority.

Delegated Manager: Staff member authorized to approve an engagement step.

Engagement: Any interaction with the private sector covered by a signed contractual document which seeks to influence the behaviour of business in ways that contribute to the IUCN Mission. Such interaction may take different forms, including carrying out joint projects, receiving private sector financial support, mutual capacity building, and IUCN providing advice, carrying out scientific assessments, and convening independent scientific reviews.

Under the Private Sector Strategy, fundraising from the private sector is not considered to be the main goal of engagement; however it is included to the extent that it affects IUCN's credibility, independence and ability to achieve its programmatic goals. In addition, sponsorship and licensing need to be strategic and sponsorship is increasingly linked to specific programmatic work. For these reasons, sponsorship and licensing are included as types of engagement covered by this document.

Formal engagement: An arrangement which includes some form of signed contractual document.

Licensing: A commercial operation where in exchange for a fee or in-kind services, permission is given for use of name, logo or copyright for commercial purposes.

Private sector: In the Private Sector Strategy, the private sector is broadly defined to include commercial enterprise of any size, in any country, whether privately held, 'publicly quoted', or wholly or majority owned by the state or by local communities. It covers both legally registered (formal) and unregistered (informal) enterprise, the latter including most family farms and a large proportion of small-scale trade and industry in the developing world. For the purpose of these guidelines, engagement with the private sector will also include work with related organizations such as industry associations. In these Guidelines, the terms 'business', 'firm', 'corporate', 'company', 'industry', and 'industry association' are used interchangeably with 'private sector'.