



Strategy for IUCN's Programme and Policy on Antarctic Issues

(As approved by the 72nd Meeting of Council on 2-4 February 2009)



INTERNATIONAL UNION FOR CONSERVATION OF NATURE



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Introduction

Antarctica is a frozen desert that receives little precipitation, most of which falls as snow. However this austere appearance belies this area's importance as an ecosystem and its role in maintaining global ecosystem services. Antarctica and the Southern Ocean represent 20 per cent of the planet's surface. The Antarctic Strategy is developed in the framework of the Director General's Organisational Development and Change process and the IUCN Programme 2009-2012. It defines the potential areas for intervention that make use of IUCN's niche and value proposition and suggests how component programmes² will organise and coordinate their efforts to optimise the Union's impact in the region and ensure that such efforts contribute to the delivery of the IUCN Programme 2009-2012.

The activities envisaged in Antarctica are intended to:

- assure significant contribution to the IUCN Programme 2009-2012.
- provide a means to deliver on the mandate conveyed by Congress Resolutions:
 - o WCC 4.034 IUCN's engagement on Antarctica and the Southern Ocean and WCC 4.118 Antarctica and the Southern Ocean - Barcelona 2008
 - o WCC3.036 Antarctica and the Southern Ocean – Bangkok 2004
 - o WCC 2.54 (Antarctica and the Southern Ocean) Amman, 2000.
 - o WCC 1.110 Antarctica and the Southern Ocean- Montreal, 1996
 - o GA 19.96 Antarctica and the Southern Ocean and GA 19.95 Improved Protection for Wildlife in Sub-Antarctic Island Ecosystems - Buenos Aires, 1994.
 - o GA 18.74 The Antarctic Conservation Strategy and GA 18.75 Antarctica - Perth, 1990,
 - o GA 17.52 Antarctica, and GA 17.53 The Antarctic: minerals activity -San Jose, 1988,
 - o GA 16/8 Antarctica, and GA 16/9 Antarctica II - Madrid, 1984,
 - o GA 15/20 Antarctica environment and the Southern Ocean - Christchurch 1981
- provide a means to deliver on other mandates from IUCN Members including Recommendation V.23 Protecting Marine Biodiversity and Ecosystem Processes through Marine Protected Areas beyond National Jurisdiction noted by the Vth IUCN World Parks Congress (WPC, Durban, 2003)
- respond to the needs expressed by Members and partners with an interest or concern in the region;
- ensure that the lessons learned in work undertaken in the Antarctic are available to other regions;
- complement and bring added value to activities being pursued by IUCN Members and partners with an interest in or a conservation concern for the region.

An IUCN Antarctic Strategy will enhance IUCN's capacity to influence, encourage and assist countries, institutions and the private sector in Antarctica to conserve the integrity and diversity of the Antarctic ecosystem and to ensure that intrinsic values of ecosystems and biodiversity as well as non-material wilderness and scientific values are given proper consideration, and that in those cases where use of natural resources is appropriate it is done in an equitable and ecologically sustainable way.

¹ The 72nd Meeting of the IUCN Council adopted the Strategy for IUCN's Programme and Policy on Antarctic Issues and recommended implementation subject to decisions on funding and priority.

² The term "component programmes" refers to IUCN's programme units. It includes Global Thematic Programmes, Commissions and Regional Programmes.

I – Why should IUCN engage in Antarctica?

I.1 Overview of the environment and biodiversity

Antarctica has many internationally significant values; it is a critically important ecosystem and plays an important role in influencing global climate and oceanic circulation; it is important for research and monitoring which can provide greater understanding of the natural environment and ecological processes, including those modified by human activity; it has great value as the world's largest remaining wilderness area; and it has significant intrinsic and inspirational values. As such it provides a wide variety of essential ecosystem services for the world.

The Antarctic Treaty Area comprises the area south of 60 degrees South latitude. The Convention for the Conservation of Antarctic Marine Living Resources (CCAMLR) area extends in part north of this limit and is intended to include waters up to the Antarctic convergence, the boundary where southern, colder and nutrient-rich waters meet warmer waters, including some sub-Antarctic Island Exclusive Economic Zones.

Antarctica has never had an indigenous human population, however during the austral summer, some thousands of people live at stations which were established to promote peace and science. During the austral winter, the human population on the continent decreases to some hundreds.

I.2 Antarctic Governance

The Antarctic Treaty and related agreements (eg CCAMLR), collectively called the Antarctic Treaty System or ATS, regulate international relations with respect to Antarctica. The Treaty originally was created to set aside Antarctica as a scientific preserve, establish freedom of scientific investigation, ban nuclear weapons, and ban military activity on the continent. The Treaty puts on hold the territorial claims made by countries to Antarctica through Article IV of the Treaty. The ATS³ nowadays includes some 200 recommendations adopted at Antarctic Treaty Consultative Meetings (ATCMs) and ratified by governments, in addition to:

- The Convention for the Conservation of Antarctic Marine Living Resources (CCAMLR) (1980)
- The Protocol on Environmental Protection to the Antarctic Treaty⁴ signed 4 October 1991 and the Protocol and Annexes I to IV which entered into force 14 January 1998; this agreement prevents minerals development of any sort, including prospecting, and provides for the protection of the Antarctic environment through six annexes on marine pollution, fauna and flora, environmental impact assessments, waste management, protected areas (entered into force 22 May 2002) and liability. The sixth annex - on liability arising from environmental emergencies - was adopted in 2005 but is yet to enter into force.
- The Convention for the Conservation of Antarctic Seals (1972)⁵

Being by Treaty agreement a demilitarized nature reserve devoted to peace and science, Antarctica has successfully maintained its status through the fragile equilibrium of claimant/non-claimant countries over its territory. Even if far from perfect, the ATS system has allowed the region to remain relatively untouched. IUCN is in a prime position to contribute to ATS developments and has a special responsibility to do so by being, today, one of the only two conservation organisations together with the Antarctic and Southern Ocean Coalition (ASOC) with approved standing at, and regularly invited to the ATS meetings. In this respect IUCN is seen to bring experience and expertise in conservation management. The ASOC and IUCN have a long history of collaboration at ATS meetings and other relevant meetings (e.g. International Maritime Organisation meetings) as the two

³ The Convention on the Regulation of Antarctic Mineral Resource Activities was signed in 1988 but it was subsequently rejected and never entered into force.

⁴ This incorporates the Agreed Measures for the Conservation of Antarctic Fauna and Flora (1964) (entered into force in 1982).

⁵ The Seals Convention has only been ratified by 16 ATS members and its implementation is opposed by some Antarctic Treaty members.

approved organisations with conservation mandates which are permitted to attend ATS meetings.

Other relevant environmental governance instruments for the Antarctic include, but are not limited to:

- The Convention on Migratory Species' Agreement on the Conservation of Albatrosses and Petrels (ACAP).
- The International Whaling Commission's establishment of the Southern Ocean Whale Sanctuary.
- The International Maritime Organisation, (including the International Convention on the Protection of Pollution from Ships, 1973 and Protocol 1978 (Marpol)), whose regulations apply to many activities in the Antarctic, which have established the Southern Ocean as a specially sensitive area.
- The Vienna Convention on the Protection of the Ozone Layer, and more specifically, its Montreal Protocol.
- The Convention on Biodiversity – as there is no national territory recognised south of 60°S this Convention has limited application.
- The UN Framework Convention on Climate Change.
- The UN Convention on the Law of the Sea.

I.3 Drivers of Environmental Change

Key threats to the Antarctic ecosystem include:

- climate change and consequent threats of physical and ecological destabilization, and the acidification of the seas;
- invasive species from human visits and vessels and from climate change;
- the cumulative environmental impacts of rapid expansion in tourism and infrastructure for tourism and science without sufficient effective regulation of the tourism industry being in place;
- increasing interest in biological prospecting and applications for patents for commercial exploitation of genetic material from unique organisms;
- expansion of fisheries in the oceans around Antarctica and continued harmful levels of fishing impacts including overfishing of certain fish species, illegal, unreported and unregulated (IUU) fishing with particular threats to toothfish populations and more recently sharks, increasing focus on harvesting Antarctic krill with potential impacts of krill-dependent predators (e.g., penguins) and the Antarctic food chain, and deaths of seabirds, especially albatross and petrel, caught in long lines. Bottom impacting fishing methods including trawling and to a lesser extent long lines are also of concern.
- pollution including a range of ozone depleting substances (e.g., chlorofluorocarbons) which are damaging the ozone layer over Antarctica each year during the austral Spring and polychlorinated biphenyls (PCBs).
- Limited protection of the surrounding seas as specially protected areas.

Other than the issue of pollution, each of these drivers is a focus of IUCN's work.

In addition, as part of the World Conservation Strategy developed by IUCN during the 1980s there was a need to develop a regional policy for Antarctica. The then IUCN Commission on National Parks and Protected Areas (CNPPA), at its 29th Working Session held at Wairakei, New Zealand, in August 1987 produced a publication entitled conserving the Natural Heritage of the Antarctic Realm. In 1989, the Director General established a working group including representation from the Scientific Committee on Antarctic Research (SCAR) and from NGOs such as the World Wide Fund For Nature (WWF) and the ASOC to respond to the General Assembly's call for the preparation of a strategy for Antarctic conservation. The resulting document Strategy for Antarctic Conservation was published in 1991, after revision in the light of the discussions held at the General Assembly. But conservation and environmental management are dynamic and developing fields and the policies embodied in the Strategy, dating from before the acceptance and ratification of the Protocol for the Protection of the Antarctic Environment, do not necessarily reflect the present objectives, concerns and understandings.

SCAR has expressed an interest in revising and updating the Antarctic Conservation Strategy (1991), and has made initial contact with IUCN to gauge IUCN's interest in pursuing this as a joint effort. In 2004, the IUCN DG tasked the Chair of IUCN's Antarctic Advisory Committee with a liaising role with SCAR on this matter. Lack of resourcing both within SCAR and IUCN has meant that this has not been progressed beyond an initial Discussion and Drafting Workshop in May 2005 in Stellenbosch, South Africa.

Resolution WCC 4.034 put a priority on updating the Strategy in consultation with SCAR. As part of developing and implementing IUCN's future Antarctic work, the SCAR-IUCN relationship needs to be re-evaluated.

II Stakeholder Analysis

II.1 IUCN Members and Commissions

There are currently 46 member nations of the ATS (18 are acceding) of which 27 are also State Members of IUCN. Additionally, 523 IUCN Members are located in an ATS Party country. Of these, 58 are Government Agencies, 71 are international NGOs, 369 are national NGOs and 25 are Affiliates, although not all these Members have an interest in Antarctic issues. IUCN Members have consistently endorsed resolutions on conservation and sustainable development issues related to Antarctica at General Assemblies and World Conservation Congresses.

There is a long history of IUCN Member body interest in and involvement with Antarctic matters, both directly and with IUCN. Many of the NGOs within the Antarctic Treaty Party States are active on Antarctica and so are several of the INGOs. Notable recently joined Members of IUCN with active Antarctic programmes include the ASOC and the Pew Charitable Trusts (PCT). PCT has an active krill conservation programme under way and ASOC works on a range of issues. Other existing IUCN Members have a long standing interest in, commitment to, and engagement in Antarctic conservation including WWF, Environment and Conservation Organisations of New Zealand, Royal Forest and Bird Protection Society (New Zealand), Australian Conservation Foundation, Friends of the Earth, and several South American, and other groups.

Due to the lack of coordinated statistics for Commission Members, it is difficult, at the moment, to evaluate the number of specialists on Antarctica within IUCN's Commissions, but anecdotal contacts indicate that there is significant expertise. Most of the Commissions have expressed interest in IUCN developing a more coordinated approach for Antarctica.

II.2 The IUCN Antarctic Advisory Committee

IUCN has had a long involvement with Antarctic conservation activities, and during the 1994–1996 triennium established an Antarctic Advisory Committee to support IUCN involvement in the Antarctic, sub-Antarctic islands and Southern Ocean issues. The IUCN Antarctic Advisory Committee is formed by 12 members appointed in their personal capacity, from diverse professional backgrounds, with the chair appointed by the DG. Despite considerable early activities, and ongoing efforts focusing on ATCMs and CCAMLR meetings, including in the 2004-2008 period, the Committee has not been able to achieve its full potential due mainly to a lack of resources. In 2004 the Antarctic Advisory Committee Chair was tasked by the DG to liaise with SCAR on its interest in revising the 1991 Antarctic Conservation Strategy. The Committee will be strengthened as part of the Strategy and recent resolution (CGR4.034). Those members who participated in the Knowledge Café in Barcelona, and the IUCN Membership as a whole which approved Resolution 4.034, feel strongly that the Advisory Committee should be one focal point for IUCN's Antarctic work, and that it needs to be strengthened and given adequate resources.

II.3 IUCN Secretariat

The IUCN Secretariat, mainly through the Global Marine Programme, the Protected Areas Programme and the World Commission on Protected Areas and the Species Survival Commission's Invasive Species Specialist Group (ISSG), maintains some activity with respect to Antarctica. In particular, papers and statements have been submitted, each year, and an IUCN representative has been present in most years for at least partial participation at the annual meetings of the CCAMLR Commission and in the ATCM. At the 2008 CCAMLR meeting IUCN's representative actively participated for the whole two weeks, while at the 2008 ATCM two representatives shared the two-week meeting.

IUCN has also raised Antarctic issues and used Antarctic examples in other fora (for example to promote the establishment within an Antarctic context of marine protected areas within the Antarctic Treaty Area and also on the high seas outside of the Southern Ocean). As noted later in this paper, funding for Antarctica work has been difficult to obtain and this has largely been an unfunded mandate for the Secretariat and Commissions.

II.4 IUCN Partners

- Global Invasive Species Programme (GISP) – with increasing climate change and human presence, invasive species become an important issue for this fragile ecosystem.
- Conservation Commons – as research is a critical focus of human endeavour in Antarctica, the principles and practice of the Commons with respect to information management needs to be applied.
- ASOC is jointly fundraising with IUCN for collaborative work on Antarctica, particularly for preparation for and input into Antarctic Treaty and other relevant meetings and other Antarctic conservation activity.

SCAR, The Scientific Committee on Antarctic research (SCAR) has in the past worked closely with IUCN (e.g. joint workshops and publication on Sub-Antarctic Island Conservation (1992), Antarctic education (1993), and development of the Antarctic Conservation Strategy (1991). SCAR has expressed an interest in revising and updating the Antarctic Conservation Strategy (see above).

II.5 Other stakeholders

- Private sector - Although human activities in Antarctica are mainly focused on scientific research, the private sector is having a growing influence. Both fishing and tourism are cited as important threats to Antarctic ecosystems
- Research organisations – Groups such as the British Antarctic Survey, the Antarctic and Southern Ocean Coalition, the Institute of Antarctic and Southern Ocean Studies, the Centre for Biodiversity and Biosecurity (University of Auckland), the Instituto Antártico Argentino or the International Centre for Antarctic Information and Research, to cite just a few are already working both with IUCN and on Antarctic matters. In total, 11 scientific organisations actively linked to IUCN are working on Antarctic issues and policy organisations are also engaged.

III IUCN's Niche and Value Proposition

Fundamentally, IUCN's programmatic approach starts with the assumption that nature conservation is important both in its own right and because it underpins human well-being now and in the future. To achieve its mission, IUCN has to engage with its Members and with constituencies beyond the nature conservation community, including those engaged in development, politics and the private sector. Antarctica though is a special case in that a large area has been set aside by Treaty as a nature reserve dedicated to peace and science. IUCN's value proposition, as identified in the 2009-2012 Programme includes the following.

1. IUCN provides credible, trusted knowledge

2. IUCN convenes and builds partnerships for action
3. IUCN has a global-to-local and local-to-global reach
4. IUCN influences standards and practices

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

Within the framework of this value proposition, IUCN's actions in Antarctica will support a more effective response to emerging conservation and natural resource management issues by:

- Improving its ability to produce and support the use of Antarctica-relevant cutting-edge knowledge, know-how and tools as well as apply knowledge obtained in other fora that could support management of this fragile ecosystem;
- Extend the Union's reach to new partners and promote innovative solutions to conservation and natural resource management challenges that are unique to Antarctica.
- Increasing the capacity of Members, Commission members, partners and the Secretariat to network and connect their actions at the local level with policy work in support of conserving the Antarctic environment and upholding Antarctica as a Nature Reserve;
- Connect nature conservation issues and achievements to wider societal objectives such as peace, science and cooperation;
- Assisting in the development of marine protected areas on the high seas within the Antarctic Treaty and CCAMLR.

IV Organisational Strategy

IV.1 Delivering on IUCN's 2009-2012 Programme

With this value proposition and niche in mind, as well as the proposed IUCN 2009-2012 Programme, IUCN has identified the following key areas as the basis of its presence and actions in Antarctica in the coming intersessional period:

Core Programme Area: Conserving the diversity of life

Global Result 1.1: Biodiversity-related policies and governance systems enable action towards the achievement of biodiversity conservation.

- Marine Protected Areas
IUCN is increasingly recognized as a key player in the establishment of marine protected areas and MPA networks. While this approach is framed in the WSSD commitments to establishing networks of marine protected areas by 2012, many countries are still reluctant to establish high seas marine protected areas arguing that there is no obvious mechanism through which they can be designated. The Antarctic Treaty through Annex V and CCAMLR through Article IX-2(g) provide mechanisms to create marine protected areas on the high seas. Parties to the Protocol on Environmental Protection to the Antarctic Treaty have undertaken "to seek to identify, within a systematic environmental-geographical framework, and to include in the series of Antarctic Specially Protected Areas...representative examples of major terrestrial, including glacial and aquatic, ecosystems and marine ecosystems."
- Fisheries
Fishing impacts and overfishing remains one of the greatest threats to marine conservation. Management of legal Antarctic fisheries through CCAMLR is supposed to be based on an ecosystem approach to fisheries; while almost universally recognized as the currently most-successful implementation system of an ecosystem approach, there are many issues and problems with the system in

practice. IUCN's engagement with Antarctica serves not only to support and strengthen the ecosystem approach, but also to bring lessons learned in the Antarctic context to other regions, within other regional fisheries management organisations and within countries' Exclusive Economic Zones.

- **Illegal, Unreported and Unregulated (IUU) Fishing**
Recognized as a grave threat to marine ecosystems, illegal, unreported and unregulated fishing damages cold water corals, coral reefs, sponge fields and seamounts and reduces biodiversity. CCAMLR members have had some success in countering such fishing, but illegal fishing for toothfish remains a major problem that CCAMLR is unable to eliminate, with some estimates that the illegal fishery is 25% or more of the legal catch. IUCN's presence in Antarctic fora will help produce strategies to curtail illegal fishing in the Southern Ocean, while also drawing lessons from CCAMLR's management and control schemes for use in other fora.
- **Governance Issues**
Antarctic governance relies on consensus among Parties to the Antarctic Treaty and between claimant/non-claimant countries. This scheme has engendered a complex but relatively successful governance structure that combined with IUCN's recognition as a consensus-building platform, can serve as a model to improve the governance of the high seas, among others.

Global Result 1.2: IUCN standards, tools and knowledge for sustainable natural resource management are available and used for biodiversity conservation including effective management of global and regional common natural resources.

- **Invasive Species**
The Protocol on Environmental Protection to the Antarctic Treaty includes a prohibition on the introduction of any species of animal or plant not native to the Antarctic Treaty Area without a permit. Nevertheless, non-native species have been found in Antarctica and it can be expected that with a warming climate more will gain footholds on the continent and in its surrounding waters. IUCN has expressed concern on this issue in the ATCMs for over a decade, and played a major role in getting this issue on the ATCM's agenda in the first place. In the last few years "non-native species" has become a priority for the ATCM's Committee on Environmental Protection. Through the work of its Species Survival Commission's Invasive Species Specialist Group and its Invasive Species Initiative, as well as through its leadership role in the Global Invasive Species Programme (GISP), IUCN will play a key role in facilitating and providing knowledge and know-how to the discussions on this issue

Thematic Programme Area 2: Changing the Climate Forecast

Global result 2.1: Climate change mitigation and adaptation policies and practice include biodiversity concerns from local to global level.

- **Climate Change policy in Antarctic governance fora**
Probably the most significant threat to the Antarctic environment, climate change, is driven by the emission of greenhouse gases in areas outside of Antarctica. CCAMLR parties are currently grappling with how to include climate change in its considerations. IUCN's global network approach will allow information and expertise exchanges between Antarctica and the rest of the world. IUCN will be in a position to make a significant contribution to ensure climate change is taken as an urgent issue into the ATCM and the CCAMLR discussions while linking these discussions to the broader climate change debates in the UNFCCC or the CBD.

Thematic Programme Area 5: Greening the world economy

Global result 5.2: Companies, industry associations and consumer groups incorporate ecosystem values into planning and action.

- **Tourism**

Tourism is one of the issues dividing the ATS Party countries, some being inclined to see the tourism industry as a legitimate 'peaceful use' and a way to build a constituency in support of protection of the Antarctic environment, others being of the view that rapidly increasing tourism brings harm to the Antarctic environment. IUCN's increasing activities and past experience with the tourism industry will be applied to inform and facilitate the ATS discussions and help build a consensus on the issue.

IV.2 Strengthening the Antarctic Advisory Committee

The IUCN Antarctic Advisory Committee will be reactivated and strengthened in line with CGR4.034. The Council will be asked to appoint a new Committee, representative of interested Members and Commissions. This will ensure a diverse range of professional backgrounds to assist IUCN's work.

The Antarctic Advisory Committee is an essential part of IUCN's Antarctic activity and will be part of the overall integrated Antarctic work.

To assist the Antarctic Advisory Committee, dedicated staff will be appointed, including the Network Coordinator (see below) designated to manage the interaction between the Antarctic Advisory Committee and network members.

One priority for the Antarctic Advisory Committee will be advice on the development of a new Antarctic Conservation Strategy. The Committee will be strengthened as part of the Strategy and in relation to the broader IUCN network model.

IV.3 Adopting a network approach

To further strengthen its presence in Antarctica, IUCN will apply the network approach developed in the framework of the Director General's Organisational Development and Change process and the IUCN Programme 2009-2012. The network approach builds on the valuable experience gained from Commissions and Members and has been used successfully by IUCN's Global Thematic Programmes, for example the Water and Nature Initiative (WANI), the Livelihoods and Landscapes Strategy (LLS) and the Energy and Ecosystems Initiative.

In 2009, a formal Antarctica network will be created to support IUCN's presence and activities in the Antarctic region. Funding will be sought to establish and resource this Network. This network will have a mandate for the intersessional period and its continuation beyond 2012 will depend on the nature of the 2013-2016 Programme.

This IUCN network will operate under the following eight principles:

1. Focus on delivery of the 'One Programme' concept, Programme results and IUCN's value proposition;
2. Promote transparency and integrity;
3. Ensure clear accountability and responsibility;
4. Ensure efficient and effective management systems;
5. Foster clear and regular communications and learn from experiences;
6. Build a rewarding, nurturing, ethical work environment;
7. Empower core and implementation group members to develop strong links with the IUCN constituency;
8. Innovate and adapt to change.

While no new staff is envisaged to launch the Antarctic Strategy, contributions and associated time requirements of existing staff will be needed, and new resources will be required in order to deliver a coherent and effective presence by IUCN staff and representatives at Antarctic meetings.

The network will be supported through dedicated staff, including a Network Coordinator designated to manage the interaction between network members. The Network Coordinator will be located either within the Global Thematic Groups (see “Refocusing IUCN’s Global Programme to support the One Programme concept”) and be managed by one of the Global Thematic Directors. The Network Coordinator will facilitate interaction with network members, the Antarctic Advisory Committee and the relevant Commission Vice-Chair with Antarctic responsibilities, but will not be the line manager nor be able to give direct instructions to network members, It will be important to include IUCN Members already working on Antarctic matters.

The network (see figure below) will include a central coordination function (blue circle), a core group (yellow circles below) to provide guidance on planning, learning, communicating, monitoring, fundraising etc and an implementers and stakeholders group (green circles). The network structure maximises involvement of many implementers and stakeholders, is decentralized and enables very rich interactions and sharing.

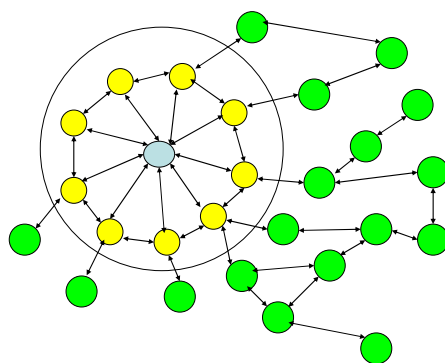


Figure 1: A network map for delivering part of the Antarctic Strategy

V Proposed next steps

1. Implementation of Resolution CGR4.034 including:
 - Reactivation and strengthening of the Antarctic Advisory Committee. The Council will be asked in 2009 to approve appointment of the Committee representative of interested Members, Commissions and Secretariat.
 - Appointment of Vice Chair positions for Antarctica and the Southern Ocean within WCPA and CEL.
2. Based on approval/endorsement of this Strategy by Council and in consultation with the newly formed Antarctica network, the Director General in consultation with the Antarctic Advisory Committee, relevant Vice-Chairs and Members will prepare an action plan for the 2009-2012 intersessional period. The action plan will address the following topics:
 - Intersessional Result delivery in the context of IUCN’s approved 2009-2012 Programme
 - Resourcing and fundraising strategy: a structured fundraising strategy will be developed, taking into account the difficulties encountered in the past to find funds for

any Antarctica activity and current applications for funding for partnership work with ASOC. Emphasis will be given to all stakeholders and possible partners and donors engaged in work in the Antarctic.

- Organisational Management to deliver the Antarctic Strategy with Members and Commissions. Partnerships with minerals and oil companies and their associates should not be considered, given the agreement not to allow minerals activity that is embodied in the Antarctic Treaty Environmental Protocol.
- Follow-up on Antarctic-related events and Resolutions at the World Conservation Congress.
- Evaluation of relationship with SCAR and evaluation of SCAR's proposal to produce a revision of the 1991 "Antarctic Conservation Strategy".