### A. SUMMARY MINUTES OF THE 77th BUREAU MEETING

### B. DOCUMENTS SUBMITTED TO THE 77th BUREAU MEETING

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Documents</th>
<th>Page</th>
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</thead>
<tbody>
<tr>
<td>1 - President’s opening remarks and approval of the agenda</td>
<td>B/77/1 Draft Agenda 77th Meeting of the IUCN Bureau in person in Gland July 2019 v.1.2</td>
<td>3</td>
</tr>
<tr>
<td>2 – Status of the follow-up to the outcomes of previous Council and Bureau meetings</td>
<td>B/77/2 Progress Tracker - Follow-up to the Council and Bureau meetings held since the 2016 WCC - status 16.07.2019</td>
<td>5</td>
</tr>
<tr>
<td>3 - Update on the financial situation</td>
<td>B/77/3 PPT Presentation by the Acting Director General 18 July 2019</td>
<td>23</td>
</tr>
<tr>
<td>4 – Recruitment of the new Director General of IUCN</td>
<td>B/77/4.1 IUCN DG job description approved by SPC 17.07.2019 with annex</td>
<td>40</td>
</tr>
<tr>
<td>5 – Update on the preparations for the IUCN World Conservation Congress 2020</td>
<td>B/77/5 PPT IUCN Congress Marseille 2020 – Progress report</td>
<td>51</td>
</tr>
<tr>
<td>6 – Appointments in the steering committees of WCEL</td>
<td>B/77/6 Appointments in the Steering Committee of WCEL</td>
<td>68</td>
</tr>
</tbody>
</table>
A. SUMMARY MINUTES OF THE 77th BUREAU MEETING
<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday 18 July 2019</td>
<td></td>
</tr>
<tr>
<td>9:00-9:15</td>
<td><strong>Item 1: President’s opening remarks and approval of the agenda</strong></td>
</tr>
<tr>
<td></td>
<td>• Document B/77/1</td>
</tr>
<tr>
<td>9:15-10:00</td>
<td><strong>Item 2: Status of the follow-up to the outcomes of previous Council and Bureau meetings</strong></td>
</tr>
<tr>
<td></td>
<td>• Document B/77/2 with the “Progress tracker” of follow-up to outcomes of previous Council and Bureau meetings. Any particular item that would need discussion / decision of the Bureau may be added to the agenda of the 77th Bureau meeting.</td>
</tr>
<tr>
<td>10:00-12:30</td>
<td><strong>Item 3: Update on the financial situation</strong></td>
</tr>
<tr>
<td></td>
<td>• Report by the Acting Director General and Chief Financial Officer</td>
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<td></td>
<td>• Comments by the Acting Chair of FAC and the Treasurer</td>
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<td></td>
<td>• Results from the FAC Retreat on financial sustainability post-2020</td>
</tr>
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<td></td>
<td>• Discussion</td>
</tr>
<tr>
<td>14:00-18:00</td>
<td><strong>Item 4: Recruitment of the new Director General of IUCN</strong></td>
</tr>
<tr>
<td></td>
<td>• Report by the Chair of the Succession Planning Committee (SPC), including</td>
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<td></td>
<td>a) Terms of Reference of the DG (Cf. document B/77/4/1 presenting the ToR of the DG as approved by the SPC on 17 July 2019)</td>
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<tr>
<td></td>
<td>b) Terms of Reference and composition of the Search Committee</td>
</tr>
<tr>
<td></td>
<td>c) Mandate of the DG search firm</td>
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<td></td>
<td>d) Next steps</td>
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<tr>
<td>Friday 19 July 2019</td>
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<tr>
<td>9:00-12:30</td>
<td><strong>Item 5: Update on the preparations for the IUCN World Conservation Congress 2020</strong></td>
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<td></td>
<td>• Introduction by the Acting Director General and the 2020 Congress Director</td>
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<td>• Update on the Regional Conservation Forums (RCF) by the Global Director,</td>
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<td>Union Development Group</td>
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<td></td>
<td>• Comments by the Chair of CPC</td>
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<td></td>
<td>• Discussion, including how to ensure links with specific events, particularly CBD COP15 (October 2020) and UN Climate Action Summit 2019 (New York, 23 September 2019)</td>
</tr>
<tr>
<td>14:00-14:30</td>
<td><strong>Item 6: Appointments in the steering committee of WCEL</strong></td>
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<tr>
<td></td>
<td>• Document B/76/6 presents the proposals from the Chair of WCEL for appointment in WCEL’s steering committee</td>
</tr>
<tr>
<td>14:30-16:30</td>
<td><strong>Item 7: Preparations for the 97th Council meeting</strong></td>
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<tr>
<td></td>
<td>• Modification of Bureau decision B/75/3 (5 October 2018) concerning the date of the 97th Council meeting: following a consultation with the members of the Council, it is proposed to change the dates from 17-20 October to 19-22 October 2019</td>
</tr>
<tr>
<td></td>
<td>• Update on the main topics under preparation for consideration at the 97th Council meeting by the Chairs of the Standing Committees and the Secretary to Council</td>
</tr>
<tr>
<td>16:30-17:00</td>
<td><strong>Item 8: Any other business</strong></td>
</tr>
</tbody>
</table>
Follow-up to the Council and Bureau meetings held since the 2016 Congress – Progress tracker - status 16 July 2019

[The present document is an updated version of Bureau document B/69/2/1. It is intended to track progress on all actions required by/from Council and Bureau since the 2016 World Conservation Congress, including actions which the IUCN Council 2012-16 recommended or deferred to the next Council]

<table>
<thead>
<tr>
<th>Action required</th>
<th>Responsible</th>
<th>Status</th>
<th>Next step(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Requests Council to adopt the framework for the IUCN Environmental Impact</td>
<td>PPC &gt; Council</td>
<td>IN PROGRESS</td>
<td>EICAT standard to PPC by C97</td>
</tr>
<tr>
<td>Classification for Alien Taxa (EICAT) as the union’s standard for classifying</td>
<td></td>
<td>DEC C/93/20</td>
<td></td>
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<td>alien species in terms of their environmental impact (following the consultation</td>
<td></td>
<td>Annex 11 (PPC</td>
<td></td>
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<td>process referred to in the Resolution)</td>
<td></td>
<td>report)</td>
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<td></td>
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<td>PPC report to</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C95, p.7</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>PPC Report to</td>
<td></td>
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<tr>
<td></td>
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<td>C96, p.14</td>
<td></td>
</tr>
<tr>
<td>5 Council to “establish an 'IUCN Urban Alliance', chaired by a member of</td>
<td>Urban Task Force &gt;</td>
<td>IN PROGRESS</td>
<td>Urban TF progress report to</td>
</tr>
<tr>
<td>Council and composed of Members and units of Commissions and the Secretariat</td>
<td>PPC</td>
<td>PPC</td>
<td>PPC at C97</td>
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<td>concerned with urban dimensions of conservation, and charge it with assisting</td>
<td></td>
<td>on Urban Alliance</td>
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<td>Members, Council, the Director General, Commissions and</td>
<td></td>
<td>at each PPC</td>
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<td></td>
<td></td>
<td>meeting</td>
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<tr>
<td>No.</td>
<td>Document</td>
<td>Description</td>
<td>Status</td>
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<tr>
<td>7</td>
<td>WCC-2016-Res-045</td>
<td>Council to approve a policy statement on the importance of the conservation of primary forests</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>8</td>
<td>WCC-2016-Res-052</td>
<td>Council, Commissions and Members assist the Director General both technically and intellectually with the methodology for establishing such a Marine Protected Area (Astola Island)</td>
<td>WCPA</td>
</tr>
<tr>
<td>11</td>
<td>WCC-2016-Res-086 DEC C/96/23</td>
<td>Council motion on synthetic biology policy</td>
<td>Task Force &gt; PPC &gt; Bureau</td>
</tr>
<tr>
<td>64</td>
<td>DEC C/96/29 (Report PPC p.7)</td>
<td>Consideration of a guidance note for implementing the WCC-2016-Rec-102 (Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development)</td>
<td>Secretariat &gt; PPC</td>
</tr>
<tr>
<td>13</td>
<td>MIN B/69 p.1-2 MIN B73 p.4 MIN C93 p.7</td>
<td>Improvement of IUCN’s governance</td>
<td>New areas: Bureau WG &gt; Bureau &gt; Council</td>
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<tr>
<td></td>
<td></td>
<td>Working Group established by the Bureau in May 2017 to report to Bureau in November 2017 identifying areas for improvement of IUCN governance. Bureau to propose to Council process with timeline for each of the reforms identified.</td>
<td>Implementation: GCC &gt; Council</td>
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</table>
| 51 | MIN C94 p. 16 | g. Statutory amendments improving the motions process  
 h. Election procedures and inclusiveness of dependent territories  
 i. Clarification of membership admission and rights  
 j. Harmonized process for filling vacancies for Treasurer, Commission Chair and Regional Councillor | Jennifer Mohamed-Katerere continued by stating that there were two elements raised in the Council meeting on 1 May that needed to be included in the Table for future consideration of the WG, but emphasised that they were not for consideration at this meeting: (1) to review / clarify the term of Councillors in conjunction with the periodicity of Congress, and (2) strengthen the process for selecting the date and venue of future World Congresses by engaging a member of Council at an early stage of the evaluation process | Bureau WG |
| 59 | DEC C/96/3 | Recruitment of a new DG  
 Follow-up to ToR of the Succession Planning Committee (SPC) | SPC > Bureau > Council  
 “Accelerating the process” | SPC meeting 17.07 and B77 |
| 60 | DEC C/96/6  
 B/XV (28 June 2019)  
 B/XVI (1 July 2019) | External Review of IUCN’s Governance  
 Working Group established by Bureau to prepare the “management response” to the External Review. Bureau, “recommends the Council, based on a recommendation of the GCC, to continue to review the roles and responsibilities of the elected positions in the Council, as part of the Management Response to the External Review of IUCN’s Governance.” | WG > GCC > Council  
 WG > GCC > Council | IN PROGRESS  
 1. Confirm membership WG  
 2. Designation of WG Chair |
| 61 | DEC C/96/25 | Council motions for 2020 Congress  
 1. IUCN Policy on Synthetic Biology  
 2. Retirement of Obsolete Resolutions  
 3. Post-2020 Global Biodiversity Framework  
 4. Red List of Ecosystems  
 5. Nature-based Solutions Standard  
 6. UN Decade of Ecosystem Restoration  
 7. Urban-Nature Agenda  
 8. IUCN Policy on Natural Capital  
 9. Conservation and Human Rights  
 10. Climate Change and Biodiversity  
 11. Sustainable Agriculture and Food Systems | PPC > Bureau | IN PROGRESS | PPC call 26 July |
<table>
<thead>
<tr>
<th>#</th>
<th>Document</th>
<th>Issue</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>65</td>
<td>DEC C/96/29 (Report FAC, p. 4)</td>
<td>Fact finding Mission FAC</td>
<td>The Fact Finding Mission agreed to report to the FAC within one month.</td>
</tr>
<tr>
<td>19</td>
<td>DEC C/88/19 (April 2016)</td>
<td>Socially responsible investment</td>
<td>In April 2016, the IUCN Council requested its Finance and Audit Committee to investigate options for divesting IUCN from petrochemicals, agrochemicals (Syngenta), and tobacco securities of any kind, and report back to Bureau with the aim of having a full discussion at the first ordinary meeting of the Council in the next term (2017-20).</td>
</tr>
<tr>
<td>24</td>
<td>DEC C/92/8 Annex 7 (PPC Report p.4)</td>
<td>Council Global Focal Persons:</td>
<td>1. Recommendation PPC of ToR and appointment of a Council gender focal point (following approval of amendment to Reg 45bis)</td>
</tr>
<tr>
<td>28</td>
<td>DEC C/92/14 DEC C/93/16 DEC C/96/29 (GCC Report, p.9)</td>
<td>FAC and GCC prepare membership dues 2021-24 in time for submission to 2020 WCC. Council requests the Secretariat to further study the potential for recruiting new Members amongst zoos, aquaria, botanical gardens, universities and museums through the creation of a new dues group and present this at the 94th Council meeting in May 2018.</td>
<td>Joint FAC/GCC dues TF</td>
</tr>
<tr>
<td>29</td>
<td>DEC C/92/8 Annex 9 (GCC Report p.8) MIN C/92 p.3 DEC C/93/12 MIN C93 p.12 C/96/7.1 (GCC Report p.6)</td>
<td>Membership Strategy</td>
<td>Council requests the Director General to ensure that the membership strategy includes recruitment of new Members from geographies where Members are currently under-represented. Comments gathered during the RCFs will be incorporated into the document and the revised version will be submitted to GCC for comment with the aim of presenting a final version for approval at C97 in October 2019.</td>
</tr>
<tr>
<td>49</td>
<td>MIN B74 p. 1 DEC C/96/29 (PPC Report, p. 23)</td>
<td>Environmental Defenders</td>
<td>Add to Progress Tracker “more action on behalf of environmental defenders as an issue of on-going concern”. The Programme and Policy Committee agrees on the formation of a task force on Human Rights and the Environment and recommends that Terms of Reference be developed for consideration at the next PPC meeting.</td>
</tr>
<tr>
<td>52</td>
<td>MIN C94 p. 17</td>
<td>Another Council member requested that at some point in the future, the process for bringing documents and</td>
<td>Legal Adviser</td>
</tr>
<tr>
<td>DEC</td>
<td>Document Number</td>
<td>Resolution</td>
<td>Task</td>
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<tr>
<td>55</td>
<td>DEC C/95/2</td>
<td>Congress committees or Council committees to prepare Congress</td>
<td>GCC &gt; Bureau</td>
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<td></td>
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<td>Bureau, on recommendation of GCC, approves ToR of:</td>
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<td></td>
<td></td>
<td>a. Congress Finance and Audit Committee</td>
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<td>b. Council’s Nominations Committee</td>
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<td></td>
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<td>c. Congress Governance Committee</td>
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<td>d. Congress Programme Committee</td>
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<td>e. Congress Resolutions Committee</td>
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<td>f. Congress Procedural Adviser</td>
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<tr>
<td>57</td>
<td>DEC C/95/20</td>
<td>Requests Council members to return the Conflict of Interest Disclosure Form duly filled out and signed by 30 November 2018. The Vice-Presidents acting as Ethics Committee were informed on 8 December 2018 that, despite reminders, seven (7) Council members had not returned the form.</td>
<td>Council members</td>
</tr>
<tr>
<td>62</td>
<td>DEC C/96/26</td>
<td>Data Protection Policy</td>
<td>Legal Adviser &gt; GCC &gt; Council</td>
</tr>
<tr>
<td></td>
<td>DEC C/96/29</td>
<td>(Report FAC, p.6)</td>
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<td>Council, “Decides that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy; and Requests the Governance and Constituency Committee to present a formal proposal to Council or Bureau as soon as possible.” FAC “requests that the Legal Advisor works with the Governance and Constituency Committee to propose specific wording for adoption by Council or Bureau as soon as possible.”</td>
<td></td>
</tr>
<tr>
<td>63</td>
<td>DEC C/96/2</td>
<td>Additional members in CPC and the Motions Working Group (MWG)</td>
<td>MWG &gt; Bureau</td>
</tr>
<tr>
<td></td>
<td>B/XIV (5 June 2019)</td>
<td>Bureau to appoint 3 additional members in MWG</td>
<td>CPC &gt; Bureau</td>
</tr>
</tbody>
</table>
### Addendum: COMPLETED ACTIONS OR ACTIONS INCORPORATED UNDER OTHER ACTIONS IN PROGRESS (ABOVE)

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Description</th>
<th>Status</th>
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<tbody>
<tr>
<td>1</td>
<td>WCC-2016-Res-001</td>
<td>Secretariat report on progress made and proposals on a step-wise process to follow-up to Resolution WCC-2016-Res-001 on <em>Identifying and archiving obsolete Resolutions and Recommendations</em></td>
<td>COMPLETED</td>
</tr>
<tr>
<td>2</td>
<td>WCC-2016-Res-002</td>
<td>Council to recognize a Global Group for National and Regional Committee Development</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>3</td>
<td>WCC-2016-Res-003</td>
<td>1. Pre-working group of GCC to propose to GCC ToR and membership for the working group required by WCC-2016-Res-003 on &quot;Including regional governments in the structure of IUCN&quot; 2. GCC recommends to Council the establishment of the working group 3. Council approves establishment of the working group</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>4</td>
<td>WCC-2016-Res-029</td>
<td>1. Core group of PPC for the preparation of an &quot;urban task force&quot; to propose ToR to scope how the IUCN Urban Alliance which the Council is required to establish (WCC-2016-Res-029) would look like and how it would be resourced, among other things. 2. PPC approves ToR, name and membership of the task force</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>5</td>
<td>WCC-2016-Res-030</td>
<td>Council actions required under WCC-2016-Res-030 &quot;Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas.&quot;</td>
<td>COMPLETED</td>
</tr>
<tr>
<td>6</td>
<td>WCC-2016-Res-056</td>
<td>1. Core group of PPC for the preparation of a &quot;climate change task force&quot; to propose ToR 2. PPC approves ToR and membership of the task force 3. The IUCN Council 2012-16 recommended the report of its Climate Change Task Force to the Director General and the next Council for consideration.</td>
<td>COMPLETED</td>
</tr>
</tbody>
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1 "Elements of an Institutional Strategy for IUCN on Climate Change" endorsed by the IUCN Council at its 90th Meeting (31 August 2016, decision C/90/4)
<table>
<thead>
<tr>
<th></th>
<th>B/77/2</th>
<th>Chair CEESP and Secretariat to recommend Council response to WCC-2016-Res-075 “Affirmation of the role of indigenous cultures in global conservation efforts”</th>
<th>Chair CEESP (PPC focal point for Res-075) and Secretariat</th>
<th>COMPLETED</th>
<th>Regular updates to PPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>WCC-2016-Res-075 DEC C/92/9 DEC C/92/8 Annex 7 (PPC Report p.4)</td>
<td>With the objective of improving the motions process for the future, and based on IUCN Members’ feedback on the online discussion and vote on motions prior to the 2016 Congress, Council, if needed, prepares amendments to the Rules of Procedure</td>
<td>1. GCC with its Task Force to update the motions process 2. Council</td>
<td>COMPLETED</td>
<td>On GCC agenda at C95</td>
</tr>
<tr>
<td>12</td>
<td>WCC-2016-Dec-113</td>
<td>Council’s strategic objectives and priorities 2017-20: “[The President] suggested that the Vice-Presidents examine this further with the assistance of the DG and Secretariat, and report to the Bureau in view of preparing a decision of the Council which could be finalized by electronic communication before the next Council meeting and invited all Council members to write to the President, the Vice-Presidents, the DG or the Secretary to Council with further ideas as input for the Vice-Presidents.” While the 1st and 3rd strategic priority areas identified during the 92nd Council Meeting (income stability and implementation of the One Programme Approach) had already been the focus of the Director General and the Bureau, the 2nd priority area, the need for a stronger value proposition, required more attention. Peter Cochrane volunteered to prepare a conversation starter on the value proposition. The suggestion was made for Bureau to facilitate the development of the value proposition, with the assistance of the Secretariat and the CEC. The President requested the Secretariat to coordinate the inputs from Bureau members, Commissions and Secretariat and to prepare a revised draft [of the value proposition] to the Bureau in 1-2 months with a view to presenting it to the Council, and accepted Peter Cochrane’s offer to prepare a note to introduce further discussion in</td>
<td>Bureau / Council</td>
<td>COMPLETED</td>
<td>C/95/6</td>
</tr>
<tr>
<td>14</td>
<td>MIN C/92 p.12</td>
<td>MIN B/69 p.8</td>
<td>MIN B/71 p.4-5</td>
<td>MIN B73 p.3-4</td>
<td>MIN B73 p.3-4</td>
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</table>
| MIN C93 p. 6-7 | Council of the strategic **objectives and priorities of Council for 2017-20**.  
[The President] concurred with the suggestion to **establish a Council working group** tasked with identifying objectives / priorities and bring them to the Bureau and then to Council. The President will consult with the four Vice-Presidents and the Chairs of the three standing committees in order to establish the working group. The President also thanked Peter Cochrane for his work on IUCN’s value proposition which he undertook in follow-up to the February Council. [Cf. document C/93/4.2/2]  
This was discussed in the Bureau on 18 November 2017. The President informed that Peter Cochrane would circulate a revised version of the value proposition for Council’s consideration when discussing the Council’s objectives and priorities 2017-20.  
The President suggested establishing a small working group, and invited Peter Cochrane to chair it. The working group should be composed of the three pillars, Council, the Secretariat and the Commissions, and should have geographical, gender and thematic (financial, programme, law, governance) balance. He called for an indication of who might be willing to participate, confirming that the decision will be made after the Council meeting. | President |
| MIN C94 p. 13-15 | **COMPLETED** |
| MIN C/92 p.14 | “As a new world order was coming into place, albeit with a lot of unpredictability and uncertainty, it was important to monitor the external environment which was volatile, and to assess how to position the Council. For this purpose, the IUCN President intended to **establish a small group of experienced 2nd term Council members, chaired by Andrew Bignell**, to work closely with the President.” | President |
| MIN B/69 p.3 | The Bureau concluded, following comprehensive discussions on the financial challenges facing IUCN and the response pathway being followed, that a **liason group** comprised of members of the Bureau (to be finalized by the President after consultations) | Ayman Rabi, chair of liaison group |
| 16 MIN B/71 | **COMPLETED** |
| MIN B71 p.6 | will be established with the purpose of **gathering further relevant information for establishing time bound financial targets and keeping track of progress towards the achievement of these targets** in order to report back to the Bureau and, if required, composing a draft formal decision for Council. The IUCN President requested Ayman Rabi to chair the group. The President invited the Chair of the FAC to present the results of the finance liaison group after explaining that during its *in camera* meeting on the previous day, the Bureau had appreciated the work and findings of the Finance Liaison Group and, noting a duplication of efforts, decided to discontinue the Liaison Group on Finance while entrusting the responsibility of continuing the Bureau liaison work on financial matters to the FAC Chair, in consultation with the Treasurer and the Vice President located in the FAC. |
| 17 MIN B/69 p.5 MIN B/71 p.11 | After a detailed discussion of the organizational change process, the valuable and incisive findings of the December 2016 staff survey, and other HR related matters, the Bureau decided to establish a **liaison group** composed of members of the Bureau (to be finalized by the President after consultations), with the purpose of **serving as contact point of further exploring the current HR procedures and policies, rules and practices applied within IUCN** with the objective of reporting back to the Bureau with its recommendations and, if required, composing a draft decision for Council. The President requested Ali Kaka to chair the group. | Ali Kaka, Chair HR liaison group

**COMPLETED**

Min B71 |
| 18 MIN B/69 p.5 | With respect to the (last) slide about the **requirements for reporting to the FAC on HR issues**, the Bureau members agreed to the DG preparing a collation of documents considered relevant for the FAC to exercise its oversight role in addition to the revision of the Staff Rules which have not been updated since 2003, and subsequently to request the FAC whether it wishes to receive additional information. | Secretariat

**COMPLETED**

DEC C/93/20 Annex 12 (FAC report) |
<table>
<thead>
<tr>
<th>No.</th>
<th>Document</th>
<th>Description</th>
<th>Action Required</th>
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</tr>
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<tbody>
<tr>
<td>20</td>
<td>MIN C/92 p.4-5</td>
<td>Confirm and record any changes in the membership of the Council committees occurring following the adoption of decision C/92/3</td>
<td>Bureau</td>
<td>COMPLETED MIN B/69 p.2</td>
</tr>
<tr>
<td>21</td>
<td>DEC C/90/8 2 DEC C/92/8 Annex 7 (PPC Report p.4)</td>
<td>1. Develop ToR for a Private Sector Task Force 2. PPC approves ToR and membership of the task force</td>
<td>1. Jonathan Hughes at the request of the PPC Chair 2. PPC</td>
<td>COMPLETED DEC PPC/41/3 (24 Aug 2017)</td>
</tr>
<tr>
<td>22</td>
<td>DEC C/92/8 Annex 7 (PPC Report p.4)</td>
<td>Secretariat update on IUCN’s engagement on food systems</td>
<td>Secretariat</td>
<td>COMPLETED DEC C/93/20 Annex 11 (PPC report)</td>
</tr>
<tr>
<td>23</td>
<td>DEC C/92/8 Annex 7 (PPC Report p.5)</td>
<td>1. Secretariat to conduct a stocktaking study on various pieces of work done by the Secretariat programmes and the Commissions on relationships between healthy ecosystems and human health. 2. This study would then inform PPC at its next meeting to make a recommendation on how to strengthen the inclusion of health dimensions in the work of IUCN.</td>
<td>1. Secretariat 2. PPC</td>
<td>COMPLETED DEC C/93/20 Annex 11 (PPC report) PPC report at C94, p.5-6</td>
</tr>
<tr>
<td>24</td>
<td>MIN C/92 p.7</td>
<td>2. Recommendation PPC for amendment of Regulation 45bis regarding Council’s oceans focal point with a view to making this provision more generic. 3. Council appoints Peter Cochrane as the IUCN Council Global Oceans Focal Person and tasks him with the development of draft terms of reference for the position, to be decided by PPC.</td>
<td>2. COMPLETED 3. COMPLETED</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>MIN B/71 p.8</td>
<td>A short discussion followed on the acceptability, from an ethical viewpoint, of a number of IUCN Members questioning election candidates in the Union Portal in 2016 about their views on trophy hunting, mentioning the number of votes they represent during the Congress. A number of Bureau members were of the view that it was part of IUCN Members’ democratic right to lobby election candidates and IUCN Member organizations have different styles. The Chair of GCC will consult with...</td>
<td>COMPLETED (MIN B76)</td>
<td></td>
</tr>
</tbody>
</table>

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2 By decision C/90/8 adopted at its 90th Meeting in August 2016, the IUCN Council recommended to the next Council to consider establishing a Private Sector Task Force in order to sustain the positive experiences of the current term (2012-16).
<p>| | | | |</p>
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</thead>
<tbody>
<tr>
<td><strong>25</strong></td>
<td>MIN C/92 p.13</td>
<td>GCC’s Deputy Chair whether to bring this matter to GCC for discussion and advice.</td>
<td>Bureau</td>
</tr>
<tr>
<td><strong>25</strong></td>
<td>MIN C/92 p.13</td>
<td>“In the absence of any objection, the IUCN President accepted the request from a Council member that Council referred the decision on the appointment of the IUCN Council Global Oceans Focal Point (Regulation 45bis) to the Bureau.”</td>
<td>IRRELEVANT Given DEC C/93/7</td>
</tr>
<tr>
<td><strong>26</strong></td>
<td>DEC C/92/10</td>
<td>1. Commission Chairs work with Secretariat / CFO Mike Davis to prepare a revised draft of the Commission Financial Rules 2. FAC to consider revised draft at its remote meeting to be held at the end of May / beginning of June 2017 3. Bureau decision on recommendations FAC</td>
<td>COMPLETED DEC B/70/4</td>
</tr>
</tbody>
</table>
| **27** | DEC C/93/11, MIN C93 p.11-12 | Membership admission:  
Recommend the admission of the International Fund for Animal Welfare – IFAW, USA; and  
Submits the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote by electronic vote;  
Defers the admission of Exploralis, Tunisia; and  
Requests the Secretariat to seek additional clarification from this organisation regarding their statutes and their objectives and from Members in Tunisia;  
Defers the admission of Tajjin (AITA) Foundation, China; and  
Requests the Secretariat to seek additional clarification from the IUCN China Country Office and the IUCN Asia Regional Office with respect to Article 7 of the IUCN Statutes. | Secretariat/Legal Adviser COMPLETED DEC B/V (23 Feb 2018) | Secretariat/GCC/Council (C/94/12) COMPLETED |
| **30** | DEC C/92/8 Annex 9 (GCC Report p.3), MIN B71 p.9 | Council Handbook:  
GCC to make recommendation to Council regarding the three performance tools to be annexed to the Council Handbook.  
1. The Bureau requested the GCC (the working group chaired by Tamar Pataridze) to work with the  
1. GCC and Ethics Committee | GCC COMPLETED |
Ethics Committee (Vice-President John Robinson) to examine whether the Performance Commitment tool and the Conflict of Interest Disclosure Form could be merged in order to reduce the number of forms to be signed, or to harmonize both documents on the point of conflicts of interest in case both documents are maintained as separate documents, and to make a recommendation to Council. Malik Amin Aslam Khan, Vice-President, Chair of the Ethics Committee, reported that the Ethics Committee had developed the Conflict of Interest Disclosure Form which Council members will be required to sign / submit on an annual basis. He suggested that the GCC consider merging the Form with the Performance Commitment for Council members, as the Bureau requested at its 71st meeting. When the result of GCC’s work will be available, the Form as well as the amendment to the Code of Conduct for Council members can be approved by the Bureau or the Council. The Bureau agreed to proceed accordingly.

“The Bureau has requested GCC to look into consolidating the Conflict of Interest Declaration Form and the Performance Commitment for Council members so there are fewer forms to sign. Given the modifications to come, the President, with agreement from the four Vice-Presidents, suggested that Council approval of the Handbook and the amendments to the Code of Conduct be deferred until further work by the GCC had taken place.”

A member of the Bureau shared two comments on the Ethics Committee’s proposal of a Conflict of Interest Disclosure Form: 1) in addition to business transactions, the Form should also, and explicitly, refer to consultancy activities, and 2) the Form does not provide the time period for which interests have to be disclosed: the Form will only state what is to be disclosed at the time of submitting the Form. The President invited Bureau members to share any comments with the Chair of the Ethics Committee.
and the Secretary to Council in advance of the 73rd Bureau meeting. A question of a Bureau member to clarify the scope of the term “business transaction” which seemed to be defined in a very broad manner, was referred to the Ethics Committee.

2. **IUCN Councillor Activity Report**:

   *The President* will ask a Vice-President to study, in consultation with the Chairs of the standing committees and the DG / Secretariat, some form of reasonable support (incl. a ceiling) for Council members who do not have such access to resources, and to prepare a proposal to the next Bureau meeting.

3. **Self-Assessment**: The President invited Bureau members to share their feedback with the Chair of GCC who will consult with the other standing committee Chairs and the GCC and bring back a form, revised as appropriate, so that we can start using the form as soon as possible.

| MIN B73 p. 6   | and the Secretary to Council in advance of the 73rd Bureau meeting. A question of a Bureau member to clarify the scope of the term “business transaction” which seemed to be defined in a very broad manner, was referred to the Ethics Committee. |
| MIN B71 p.9    | 2. **IUCN Councillor Activity Report**: *The President* will ask a Vice-President to study, in consultation with the Chairs of the standing committees and the DG / Secretariat, some form of reasonable support (incl. a ceiling) for Council members who do not have such access to resources, and to prepare a proposal to the next Bureau meeting. |
| MIN B71 p.9    | 3. **Self-Assessment**: The President invited Bureau members to share their feedback with the Chair of GCC who will consult with the other standing committee Chairs and the GCC and bring back a form, revised as appropriate, so that we can start using the form as soon as possible. |

| 31  | MIN C/92 p.13  | 1. Proposals for **additional appointments for the Commission steering committees** which the Chairs of WCEL, CEC and CEESP announced during the 92nd meeting. 2. Bureau takes the decision |
|     |               | 1. Chairs WCEL, CEC and CEESP 2. Bureau |
|     | COMPLETED     | for CEC and CEESP DEC B/I (2 Oct 2017) |

| 32  | DEC B/69/6    | Determine the **specific dates of Council meetings** in 2018-20 taking into account the time periods approved by the Bureau |
|     | Secretary to Council | COMPLETED DEC B/II (2 Oct 2017) |
|     | Dates for Council meetings in 2019 and 2020 to be proposed when date for WCC 2020 is known |

| 33  | MIN B/69 p.9  | Prepare a more focused draft response to the letter from *The Ecological Society of the Philippines* to be sent in the name of the Bureau |
|     | Secretary to Council | COMPLETED Letter sent on 13 June 2017 |

| 34  | MIN B70 p.2   | 1. The Ethics Committee’s recommendation EC/1/2 regarding the **IUCN World Heritage Panel** is referred a) for discussion to the next meeting of the Bureau, b) for decision to the next Council meeting. The IUCN President suggested that the Chair of the |
|     | MIN B71 p.1   | a) Bureau  
b) Council  
Chair EC / DG |
<p>|     | REDUNDANT     | because removed from the Council Handbook |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
<td>Ethics Committee and the Director General discuss the Ethics Committee’s recommendation regarding the IUCN World Heritage Panel prior to the next Bureau meeting.</td>
<td>approved by Council C94</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>MIN B/70 p.2</td>
<td>2. With regard to the issue of there being a legal obligation requiring the agreement of the World Heritage Committee before approving the Ethics Committee’s recommendation, it was requested that the requisite legal information may be provided to aid further discussion on the matter.</td>
<td>Director General</td>
<td>COMPLETED Legal Opinion by the Legal Adviser 25 August 2017</td>
</tr>
<tr>
<td>35</td>
<td>MIN B/70 p.3</td>
<td>The President asked the Legal Adviser to explain in writing the modifications of Swiss law requiring the President to sign off on the financial statements.</td>
<td>Legal Adviser</td>
<td>COMPLETED Legal Adviser’s message to the President on 8 June 2017</td>
</tr>
<tr>
<td>36</td>
<td>MIN B/71 p.6</td>
<td>Celebrating IUCN at 70: The DG looked forward to updating the presentation with the Bureau’s inputs and to present it to the Council.</td>
<td>DG</td>
<td>COMPLETED MIN C93, p. 7-8</td>
</tr>
<tr>
<td>36</td>
<td>MIN B/71 p.3</td>
<td>In response to the question how the CHF 5 m reduced income IUCN faced at the outset of the change process is being achieved, the DG explained that she will prepare an overview of the complex set of elements which allow IUCN to accommodate the reduction in income for the November Council.</td>
<td>Director General</td>
<td>COMPLETED DG Report at C93</td>
</tr>
<tr>
<td>37</td>
<td>MIN B/71 p.7</td>
<td>Bureau members requested the Secretariat to facilitate Council members’ broader access to the Union Portal than only the space reserved for Council and its subsidiary bodies so that they can find all the information that is relevant and necessary for Council to exercise its strategic direction and oversight role and its fiduciary responsibilities. It was noted by the Chair of WCEL that the Bureau was entitled, as an oversight body, to any and all information. The Legal Adviser was requested to provide a legal opinion on the rules regarding access to the Portal, including the information that is protected under applicable law such as e.g. staff records. Bureau members requested the Secretary to Council, in consultation with Bureau members, to Covered under line 60 above</td>
<td>IN PROGRESS (Note distributed on 16 Nov 2017) IN PROGRESS</td>
<td>Pending the discussion of the report of the External review of IUCN’s Governance, on GGC agenda at C96</td>
</tr>
<tr>
<td></td>
<td>MIN B73 p.6</td>
<td></td>
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<tr>
<td>MIN B74 p.</td>
<td>brainstorm about the concrete content that Council members need to access and subsequently work with the relevant Secretariat team in order to provide Councillors’ access to this content. Pending the discussion in Council of the findings of the external review of IUCN’s governance regarding the information required by Council to enable it to effectively exercise its oversight and strategic direction roles, the examination of Councillors’ access to the Union Portal, discussed at the 73rd Bureau meeting (B73), was suspended.</td>
<td>ON HOLD</td>
<td></td>
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</tr>
</tbody>
</table>
| 38 | MIN B73 p.2 | **Process for the appointment of the IUCN Treasurer**  
Bureau members suggested that the Bureau working group identifying governance reforms also consider formalizing this approval procedure in the Statutes/Regulations, as well as the lacunae in the process for filling the vacancy of Treasurer. | Included in line 13 above |
| 39 | MIN B73 p.3 | Bureau members also suggested that the **Reserves Policy** be reviewed with a view to enable Council to decide in each case whether certain surpluses such as the CHF 1.6 m surplus realized from the 2016 Congress should be accounted for in one particular fiscal year, as happened in 2016, or spread over several years, or whether they should be used for specific purposes such as IUCN membership development.  
When reviewing the Policy and Procedures Framework, including the Reserves Policy, FAC did not list it for revision. | REMOVED following FAC at C93 |
| 40 | DEC C/93/5 MIN C93 p.9-10 | Council requests that in the event that Council or its Bureau, after consideration of the report to be prepared by the FAC subcommittee within 60 days, agrees to the principle of **allocation of a budget line for Councillors’ travel**, the Director General accommodates this request in the 2018 Budget to the extent possible.  
It was suggested to incorporate this issue also in the **Performance Commitment** for IUCN Councillors that was under consideration in Council. | FAC |
<p>| 41 | DEC C/93/13 | Council recommends the Director General to | Secretariat |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| MIN C93 p.13 | identify opportunities to continue engaging Regional Councillors in high level events to enable them to more effectively engage in membership development. |
| 41 DEC C/93/15 | Council requests the Secretariat to undertake a review of current INGOs and make the necessary changes to the membership data base. | Secretariat | COMPLETED GGC Report to C95, section 2.9 |
| 43 DEC C/93/18 | Council requests the GCC to review the status and role, including the voting rights, of Commissions within the National and Regional Committees. | Included in line 13 above |
| 44 MIN C93 p. 15 | Mention was made that there may be a need to revisit the bylaws of the bodies and components of IUCN, including Council, in order to ensure gender balance. The Bureau agreed to include “Developing a comprehensive gender approach at IUCN” |
| MIN B75, p.5 | Included above in line 13 |
| 45 MIN C93 p. 16 | The President informed that he would consult with the Vice-Presidents in order to finalize, through the Bureau, the process of establishing task forces and focal points such as the Gender Focal Point and bring the results to Council for approval at the next meeting. | President | COMPLETED C/95/2 |
| 46 DEC C/93/20 Annex 12 (FAC report) DEC C/94/22 FAC Report p.9 | FAC asked the Secretariat to review and update the Investment policy once a new treasurer is on board and present it for review at the next meeting of the FAC in April - May 2018. The FAC decided to form a sub-committee comprised of the FAC Chair, the two Co-Chairs, the Treasurer and CFO to review the investment policy and present a revised draft policy to next FAC meeting in October 2018 for approval. A decision would then be taken on whether the mandate given to IUCN’s investment managers should be adapted. Subject to advice from the Treasurer and the agreement of the DG the FAC approved moving to the revised portfolio, noting that it would not require any changes to the investment guidelines. | REMOVED because FAC at C95 concluded that there was no need to review the Investment Policy |
| 47 DEC C/93/20 Annex 12 (FAC report) | The FAC asked PwC to establish a process to take stock of the financial situation at the time of the Treasurer’s departure in September, to consider any | COMPLETED PwC Interim Management |</p>
<table>
<thead>
<tr>
<th></th>
<th>DEC C/93/20 Annex 12</th>
<th>The FAC took note of the report from the Global Director – Human Resources and looked forward to receiving a draft of the revised Staff Rules at its next meeting in April 2018.</th>
<th>Secretariat/FAC</th>
<th>COMPLETED C/95/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>48</td>
<td>MIN C94 p.7</td>
<td>Given that the Congress seldom meets prior to August and that, normally, the term between two Congresses is four years, the President also proposed that this Council term ends officially in September 2020, allowing for a transitional period in which the current Council would work together with the newly elected Council, leaving it to the Legal Adviser and Councillors with experience in Congress and Councillors with a legal background, of how to work it out.</td>
<td>Legal Adviser</td>
<td>Legal opinion transmitted to Council 1 October 2018</td>
</tr>
<tr>
<td>50</td>
<td>DEC C/94/11</td>
<td>Council requested the Director General to include provision in the IUCN Budget starting from 2019 for Councillors’ travel.</td>
<td>DG</td>
<td>COMPLETED C/95/7</td>
</tr>
<tr>
<td>53</td>
<td>MIN C94 p. 23</td>
<td>The approval of the Conflict of interest declaration form was deferred to the next Council meeting following a procedural discussion whether it could be discussed during C94 under “Any other business”.</td>
<td>Ethics Committee of Council</td>
<td>COMPLETED C/95/20</td>
</tr>
</tbody>
</table>
| 54 | DEC C/95/12          | 1. Possible modification of the term “Regional Councillor”  
2. Procedure to harmonize the nominations process across all Commissions  
3. Clarification of the process for the renewal of the membership of the Commissions  
4. Clarification of the role of the IUCN Commissions in National and Regional Committees  
5. Possible solutions to avoid that some constituencies are excluded  
6. Clarification of the procedures for electronic votes  
7. Study of the implications of harmonisation of operational and Statutory Regions  
8. Set up WG to study feasibility of establishing an elected Indigenous Council position | See line 13 above |
58 DEC C/95/21

Regarding the membership of the 2020 Congress Preparatory Committee (CPC) […]
Requests the Bureau to appoint the members of the CPC on the proposal of the Vice-Presidents.

COMPLETED

Prepared by Luc De Wever, Secretary to Council
Bureau meeting
18 July 2019
Executive Management Team launched with focused priorities

1. Programme & Policy
2. Project portfolio
3. Finance
4. IUCN Congress
5. Council matters
6. Administrative matters
7. Looking at the future
1/ Programme & policy

• Programme 2021-2024 coordination [Cyrie Sendashonga]

• January 2020 Programme workshop with PPG, Commission Chairs

• Operational Plan 2021-2024 [Stewart Maginnis]

• Post-2020 targets [Jane Smart]
2/ Project portfolio

• Information Disclosure Policy and Action Plan including development of public facing Portal prior to Congress

• Options paper on financial sustainability of GEF/GCF Unit
## 3/ Finance
Reminder: actual results 2014-18

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<td>Plan</td>
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<tr>
<td></td>
<td>CHF m</td>
<td>CHF m</td>
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<td><strong>Unrestricted income</strong></td>
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</tr>
<tr>
<td>Membership dues</td>
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<td>12.5</td>
<td>12.9</td>
<td>11.7</td>
<td>12.8</td>
<td>12.0</td>
<td>13.0</td>
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<td>Framework income</td>
<td>16.8</td>
<td>16.0</td>
<td>13.9</td>
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<td>Other unrestricted income</td>
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<td>5.8</td>
<td>7.5</td>
<td>6.5</td>
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<tr>
<td><strong>Total unrestricted income</strong></td>
<td>37.0</td>
<td>34.1</td>
<td>31.7</td>
<td>30.1</td>
<td>31.5</td>
<td>29.8</td>
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<tr>
<td>Funding from projects</td>
<td>32.0</td>
<td>34.4</td>
<td>37.0</td>
<td>37.3</td>
<td>36.1</td>
<td>38.5</td>
<td>39.3</td>
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<tr>
<td><strong>Total income</strong></td>
<td>69.0</td>
<td>68.5</td>
<td>68.7</td>
<td>67.4</td>
<td>67.6</td>
<td>68.3</td>
<td>68.7</td>
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<tr>
<td>Operating expenditure</td>
<td>63.4</td>
<td>66.9</td>
<td>68.1</td>
<td>65.5</td>
<td>66.6</td>
<td>68.8</td>
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<td>Other expenditure</td>
<td>1.3</td>
<td>1.5</td>
<td>0.8</td>
<td>0.8</td>
<td>2.1</td>
<td>0.6</td>
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<td><strong>Total expenditure</strong></td>
<td>64.7</td>
<td>68.4</td>
<td>68.9</td>
<td>66.3</td>
<td>68.7</td>
<td>69.4</td>
<td>67.6</td>
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<tr>
<td>Surplus/(deficit)</td>
<td>4.3</td>
<td>0.1</td>
<td>-0.2</td>
<td>1.1</td>
<td>-1.1</td>
<td>-1.1</td>
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<tr>
<td>Allocations</td>
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<tr>
<td>to/(from) designated reserves</td>
<td>0.8</td>
<td>-0.7</td>
<td>-0.6</td>
<td>1.2</td>
<td>0.5</td>
<td>-1.1</td>
<td>0.0</td>
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<tr>
<td><strong>Final result</strong></td>
<td>3.5</td>
<td>0.8</td>
<td>0.4</td>
<td>-0.1</td>
<td>-1.6</td>
<td>0.0</td>
<td>1.1</td>
</tr>
<tr>
<td>Unrestricted (free) reserves</td>
<td>18.2</td>
<td>19.3</td>
<td>19.5</td>
<td>19.4</td>
<td>17.2</td>
<td>17.2</td>
<td>18.3</td>
</tr>
</tbody>
</table>
Summary

- Result as at 30 June
  - Cash flow basis: Breakeven
  - Accrual basis: CHF 1.0m deficit (May CHF 1.2)
  - Project expenditure: CHF 36.9m (59% of budget for the period)

Note:
Membership dues were CHF 1.8m above budget at the end of June as the majority of membership dues are received in the first half of the year.

When the result is adjusted for this and other timing differences the real result is a deficit of CHF 947k
## Core income shortfall

- Membership dues increase – South Africa/Kenya
- Framework income decrease – Foreign exchange differences
- Other UR income decrease – Patrons
- Overhead recoveries decrease – low project expenditure

<table>
<thead>
<tr>
<th>CHF m</th>
<th>2019 Budget</th>
<th>2019 Forecast</th>
<th>Variance Forecast vs Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>11.5</td>
<td>11.8</td>
<td>0.3</td>
</tr>
<tr>
<td>Framework income</td>
<td>10.6</td>
<td>10.1</td>
<td>-0.5</td>
</tr>
<tr>
<td>Other unrestricted income</td>
<td>4.5</td>
<td>4.3</td>
<td>-0.2</td>
</tr>
<tr>
<td>Overhead recoveries from projects</td>
<td>3.3</td>
<td>3.1</td>
<td>-0.2</td>
</tr>
<tr>
<td><strong>Total core income</strong></td>
<td><strong>29.9</strong></td>
<td><strong>29.3</strong></td>
<td><strong>-0.6</strong></td>
</tr>
</tbody>
</table>
Key deficits

- Environmental Law
  - Jun: 221k
  - May: 177k
  - April: 147k
  - Mar: 117k
- Global Policy
  - Jun: 71k
  - May: 59k
  - April: 46k
  - Mar: 37k
- Asia
  - Jun: 372k
  - May: 495k
  - April: 351k
  - Mar: 212k
- East and Southern Africa
  - Jun: 251k
  - May: 301k
  - April: 207k
  - Mar: 250k
- Oceania
  - Jun: 183k
  - May: 127k
  - April: 106k
  - Mar: 88k
- West and Central Africa
  - Jun: 194k
  - May: 239k
  - April: 215k
  - Mar: 170k
- Human Resources
  - Jun: 142k
  - May: 100k
  - April: 34k
  - Mar: 27k
Core costs

- Example of additional costs:
  - Recruitment costs
  - PACO relocation costs CHF 200K

- Savings:
  - Vacant positions CHF 300k
Actions taken

• A 5% cut to core allocations to regions and thematic programmes (estimated saving 500k)
• A 6-month recruitment delay for open positions for corporate functions (estimated saving 100k).
• Keep the pressure on project implementation
• Minimise discretionary expenditure
• Follow-up with State members with large dues in arrears, e.g. India, Malaysia (following the success of Kenya 108k, South Africa 361k)
4/ IUCN Congress
Regional Conservation Fora: Listening to members, including on draft Programme
Looking at the future: IUCN Post-2020 targets

*Figure 4: CBD Process and important milestones towards COP 15 (Preparations for the Post-2020 Biodiversity Framework, CBD, 2019)*
IUCN Congress communications update

• Building on successful strategy from 2016 Congress
• Focus on core audiences + all IUCN regions, youth and young professionals
• Comms priorities on schedule
• Tactical updates
  • Congress website
    • Launched in February, many updates with new features and content
  • 11 June “one year to Congress” marketing launch
    • Email campaign, media advisory, social media, internal communications
  • Support for calls to action
    • Forum proposals, motions, Forum session reviewers
  • Support for RCFs
    • Website pages, RCF logos, social media
  • Social media tool kit available for IUCN constituencies
  • Fundraising flyer
  • Congress promotional videos near completion
6/ Administrative matters

- CHRO appointed
- Gender Pay gap report
- Competency Framework, Career Development Framework and Flexible Work Toolkit
IUCN Media and Crossroads Blog
Q1-Q2 2019

• Media
  • 41,428 media hits
  • 906 target media hits
  • 8 press releases
  • 1,400 media contacts receive our press releases

• Crossroads Blog posts
  • 5 new posts to date in 2019
  • 70th anniversary product, now core part of IUCN global communications
IUCN Website and social media
Q1-Q2 2019

Website

2 million sessions
Q1-2 2018

• 144 maintenance requests addressed including 63 from IUCN regions

• Helped resolve major DDoS attack in March/April

Social media

Twitter

124,388 followers
10.8% from end Q4 2018

• 3,605,725 impressions

Facebook

• 168,336 followers
2.7% from end Q4 2018

Website

54% from

144 maintenance requests addressed including 63 from IUCN regions
Thank you
IUCN
The International Union for Conservation of Nature

VACANCY ANNOUNCEMENT
DIRECTOR GENERAL
(Approved by the Succession Planning Committee (SPC), 17 July 2019)

1. The Organization

IUCN - The International Union for Conservation of Nature was founded in 1948 as the world’s first global environmental organization and has today grown into the largest global conservation network. It brings together 87 States, 127 government agencies, 1102 NGOs, 19 indigenous people organizations and 44 affiliates, and some 15,000 voluntary scientists and experts from 181 countries in a unique worldwide partnership. Its mission 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’s work builds upon the organization’s niche as the world’s leading authority on biodiversity conservation, nature-based solutions and related environmental governance. Within the framework of global conventions, IUCN has helped over 75 countries to prepare and implement national conservation and biodiversity strategies.

IUCN has approximately 900 staff, most of whom are located in its 42 Regional and Country Offices while 170 work at its Headquarters in Gland, Switzerland. IUCN operates on a current annual budget of approximately CHF125 million funded by membership dues, projects and unrestricted contributions from governments, foundations, development banks, and others. The Director General will be based in IUCN HQ in Gland, Switzerland and will oversee the work of the Union as a whole.

2. The Position

- Appointed by the Council, the Director General is the CEO of the Union and head of the Secretariat. He/she is responsible and accountable to the Council, and the President between meetings of the Council, for the effective implementation of the policies and programmes of the Union.

- His/her most important tasks are to promote the mission of IUCN, and link this mission to the financial strategies that sustain the organization.

- He/she will shape and lead the implementation of the Union’s Global Programme as established by the Congress and Council.

- In cooperation with the President, he/she serves as the principal Ambassador and spokesperson for the Union on major platforms, promoting the mission of IUCN.
• The detailed description and specific responsibilities/tasks of the Director General are listed in the Statutes of IUCN (relevant extracts are attached hereafter). They include management of the executive team, programme development, budgeting and financing, reporting, promotion, external relations and general administration.

3. Priorities of the Position

• Manage and lead the Union by articulating its vision, mission and policies and implementing the Union’s Global Programme.

• Support the “One Programme Charter” which seeks to ensure that the different parts of IUCN – Members, Council, National and Regional Committees, Commissions and the Secretariat – work together to develop, implement and advance IUCN’s Programme of work.

• Lead, manage and motivate staff both at headquarters and within the IUCN regions, including initiating and implementing major initiatives through the decentralized regional offices.

• Promote partnerships with relevant private, public, development and non-governmental sectors to enhance the reach and impact of the Union’s Global Programme.

• Ensure financial sustainability by expanding and diversifying the sources of finance including through Framework Donors and by mobilizing new and innovative sources of revenue and funding to support the activities of the Union.

• Strive to enhance the global visibility and broaden the influence of the Union and represent and promote the nature conservation and sustainable development agenda in global public policy arenas.

• Communicate, coordinate and continuously engage with all parts of the Union, in particular with the Members and expert Commissions, to leverage their capacities and deliver targeted Programme results.

• Understand, and where needed mediate between, the diverse interests of NGO and State/government agency members of IUCN to further conservation and sustainable development goals, collectively and collaboratively.

• Ensure that IUCN’s programme and conservation solutions remain relevant in the context of emerging global issues.

4. Core Competencies of the Position

Technical competencies, characterized by:
• Graduate degree ideally in subject areas related to conservation, environmental protection and/or sustainable development.

• A thorough and clear understanding of the major conservation, environmental and sustainable development issues at the international policy level, in particular within the context of the evolving environment/development interface and IUCN’s focus on conservation and nature-based solutions.

• A proven record in the management and implementation of conservation/sustainable development programmes in both the developed and developing parts of the world, and the ability to make short-term operational changes and long-term structural changes to strengthen the management and financial sustainability of the organization.

• A working knowledge of the science underlying the Union’s conservation programmes.

• A demonstrable ability to engage and operate effectively at the highest policy and political levels.

• Strong communication skills to reach out to the broader conservation and development communities, and to engage stakeholders across the Union.

• Fluency in English, both spoken and written. A good knowledge of Spanish and/or French (other IUCN official languages), would be an asset.

• A demonstrable ability to enable, engage and facilitate the work of a diverse Membership and networks of expert Commission volunteers.

Managerial, conceptual, organizational competencies, characterized by:

• A proven record of leading and managing, at high/top administrator level, large multinational and multicultural institutions/organizations with widely recognized influence in the world.

• An ability to manage, steer, and coordinate complex programmes of a policy and/or conservation nature at the international level across diverse constituencies.

• A strong record of accomplishment in building consensus among stakeholders with varied or diverging points of view.

• Demonstrate successful experience in engaging with governments at the highest level.

• A demonstrated experience with managing conservation and development projects at different scales, including their financial and control management.
• An ability to lead, motivate and manage a decentralized organization through a process of distance management - delegation matched with performance monitoring.

• Demonstrated successful experience in the running and governance of a multinational and multicultural organization. Experience with conceptualizing and managing strategic change to deliver effective results.

• An ability to align the interest and expertise of Members in the strategic design and implementation of the Union’s Global Programme.

• A good understanding and appreciation of the value of the IUCN Commissions and the commitment to fully engage these volunteer networks in design and delivery of the Union’s Programme.

• A significant and proven track record in fundraising from diverse public and private sector organizations.

• A clear understanding of financial and corporate governance aspects especially as they relate to the management of a non-profit organization.

• The ability to set priorities and organizational goals to achieve results and to apply judgment in respect of people and situations.

• A familiarity with the culture of civil society as well as experience of interaction with governmental organizations and the private sector.

• Sensitivity and exposure to dealing with growing conservation and environmental challenges in a changing world, in particular with the centre of gravity of global development shifting South and East.

• A deep knowledge of global policy processes as well as multilateral institutions and governance especially as they relate to conservation, environment and sustainable development.

**Competencies of character and personality, characterized by:**

• Demonstrated commitment to nature conservation and sustainable development.

• Excellent leadership, written and verbal communication and interpersonal skills.

• Proven diplomatic skills coupled with familiarity and sensitivity to different cultures, genders, languages and countries and ability to convince, negotiate, build consensus and foster teamwork.
5. Compensation and Location

- An attractive package will be offered in order to motivate candidates with superior qualifications.
- The Union is an equal opportunity employer.
- The DG will be based in the IUCN Headquarters in Gland (Switzerland).

Application

Interested candidates should send a detailed Curriculum Vitae including a description of their main achievements in each of their previous functions. Candidates should also explain their motivations and how they see themselves matching the needs of the Union. The closing date for receiving the applications is ____________________________

Applications should be sent to:

(ADD)
Extract from the IUCN Statutes

Part IX - The Secretariat

78. The Secretariat shall consist of the staff of IUCN. The Director General shall be the chief executive of IUCN and the head of the Secretariat. The Director General shall be subject to the authority of the Council.

79. The Director General shall be:

(a) appointed by the Council according to the highest standard of merit for such period and under such terms and conditions as the Council may determine;

(b) responsible for the implementation of the policy and the programme of IUCN as established by the World Congress and the Council;

(c) responsible for the finances and accounting of IUCN;

(d) responsible for coordinating the work of the Secretariat with all other components of IUCN;

(e) authorized to issue statements in the name of IUCN;

(f) authorized to sign all obligations on behalf of IUCN and to delegate such authority; and

(g) the head of the secretariat for the World Congress.

80. The Director General or the Director General’s representative shall have the right to participate in, and speak at, meetings of the components of IUCN or any committee thereof, without the right to vote.

81. The Director General shall appoint the staff of the Secretariat in accordance with staff rules formulated by the Director General and approved by the Council. Staff selection shall be on the basis of merit, equal opportunity, gender equity and geographic balance, and be without discrimination on grounds of race or creed.

82. In the performance of their duties, the Director General and the staff shall not seek or receive instructions from any source external to IUCN.
They shall refrain from any action incompatible with their position as staff members of an international organisation. Each Member of IUCN shall respect the exclusively international character of the responsibilities of the Director General and the staff, and not seek to influence them unduly in the discharge of their responsibilities.

83. The Director General shall submit to the Council an annual report on the activities of IUCN, together with an account of the income and expenditure and a balance sheet as at the end of the year and proposals for future activities. When approved by the Council, this report shall be communicated to the Members of IUCN.

84. The Director General shall prepare for presentation to each ordinary session of the World Congress, a report on the work of IUCN since its last session. The report shall be submitted by the Director General to the Council and presented to the World Congress with such comments as the Council may decide to make.

[...]

**Part XI – Finance**

87. The income of IUCN shall be derived from membership dues, contracts, grants, donations, investments and from any other sources approved by the Council.

88. The Director General shall:

   (a) cause true and accurate accounts to be kept of all monies received and expended by IUCN;

   (b) regulate all income and expenditure in accordance with the budget and establish internal controls, including internal audits, to enhance the effective and efficient use of the resources of IUCN;

   (c) ensure that the accounts of IUCN are examined each year by the auditors appointed by the World Congress and that their written report is circulated to all Members of IUCN together with any comments of the Council;
(d) with the Treasurer, submit to each ordinary session of the World Congress, a report on the consolidated accounts of IUCN together with the auditors’ reports for the relevant years;

(e) submit to each ordinary session of the World Congress for approval, a draft programme and financial plan for the period until the next ordinary session of the World Congress, together with the comments of the Treasurer and the Council;

(f) submit each year to the Council the annual programme and budget for approval; and

(g) keep the Treasurer informed of unforeseen expenses and important variations from the projected income and, if necessary, submit amended budgets to the Council in agreement with the Treasurer.

89. The Treasurer may object on financial grounds to any proposed alteration of the budget, and shall inform the Council of such objection.

90. The Council may establish or approve endowment funds for IUCN dedicated exclusively to the support of IUCN, its objectives and programme. These funds shall be under the control of the Council, as may be prescribed in the Regulations.¹

[...]

**Part XIV - External Relations**

97. The Director General, with the consent of the Council, may establish appropriate working relations between IUCN and governments and organisations, whether national or international, governmental or non-governmental.

98. The Director General, with the consent of the Council, shall have the authority to take appropriate steps to obtain, in accordance with the laws of each State in which IUCN is to undertake activities, such legal status as may be necessary to carry out those activities.

¹ See Regulation 92 (d)
Part IX - Finance

Financial Powers of the Director General

88. The Director General, in consultation with the Treasurer, shall:

(a) as necessary, establish detailed financial policies and procedures, which may differ according to the requirements of the States in which IUCN is operating;

(b) have the power to accept grants, donations and other payments on behalf of IUCN, subject to any instruction by the Council;

(c) designate the banks in which the funds of IUCN shall be kept;

(d) be responsible for ensuring that the legal requirements of business operation are met in all States where IUCN is operating;

(e) maintain an appropriate level of reserves; and

(f) implement appropriate risk management strategies.

89. The Director General may:

(a) make non-speculative short-term investments of funds and prudent longer-term investments of funds held in Trusts or special funds; and

(b) within policy guidelines laid down by the Council, accept from individual or corporate supporters, funds or other forms of support for the work of IUCN.

90. In keeping IUCN accounts and controlling expenditure, the Director General shall:

(a) keep separate accounts for each restricted grant and each cost centre and fund;

(b) account in Swiss francs for all transactions in other currencies at the rate of exchange prevailing on the date of transaction;
(c) ensure that there is proper authorization of all transactions for IUCN’s worldwide activities, and that all assets are managed and inventoried; and

(d) confer in person with the Treasurer and external auditors each year on the annual audit of the financial statements of IUCN.

Periodic and Annual Programmes and Budgets

91. The financial plan, necessary to implement the Programme of IUCN, submitted to each ordinary session of the World Congress, shall:

(a) normally commence on 1 January following the session of the World Congress at which it was adopted and end on 31 December of the year of the next session of the World Congress;

(b) be in Swiss francs;

(c) relate the proposed programme of activities to the estimates of income;

(d) present proposed allocations and expenditure which balance the estimated restricted and unrestricted income; and

(e) specify the projected growth or reductions in elements of the Programme, staff and administrative costs and changes in the geographical distribution of IUCN’s activities.

92. The annual budget for the period from 1 January to 31 December shall:

(a) estimate unrestricted and restricted income from all sources, indicating which sums are confirmed, which are assumptions based on proposals under consideration by donors, and which are to be sought during the year;

(b) allocate unrestricted income, first to maintain activities mandated under the Statutes, and second, to the approved Programme or to the reserves;

(c) indicate the projected expenditure by the principal elements composing the budget of IUCN, and the extent to which that
expenditure is to be met from unrestricted and restricted sources; and

(d) indicate specifically any request by the Director General for the Council to approve the designation of unrestricted funds for special purposes not foreseen in the financial plan.

Audit

93. The Director General shall ensure that the auditors have free access to all documentation and other information concerning the accounts and that there is no interference in their work.
Overview

1. Forum
2. Assembly
3. Exhibition and Fundraising
4. Communications
5. Logistics
6. Regional Conservation Fora
7. Coordination with the Host Country
8. Timeline
CONGRESS SCHEDULE
WITH PRE- & POST-MEETINGS
10-19 JUNE 2020
Forum

• Call for proposals closed on 17 July 2019
  → 1450 proposals received by deadline
  → 80% in English, 16% in French, and 5% in Spanish

• Ratio of 8 proposals to 1 available slot for “Thematic stream sessions”

• Wide gap between various themes
  → Large contingent (>50%) on Managing landscapes
  → Low number of submissions (<5%) on Freshwater
Forum – geographic scope of proposals

- Global
- West Asia
- Meso and South America
- Africa
- West Europe
- East Europe, North and Central Asia
- Oceania
- South and East Asia
- North America and the Caribbean
Forum – Review process and Summits

• Call for technical reviewers closed on 17 July 2019
  → 742 reviewers signed up for a total of 10,000+ reviews

• Congress themes
  → 7 Theme leaders appointed with 7 supporting colleagues (all M or D level)

• Advisory panel
  → 12 person panel approved by CPC

• Summits
  → CEOs “summit” well under way (with Business for Nature alliance)
  → IPOs “Forum” in preparatory phase – 100 IPOs expected
  → Cities & Local authorities summit: Save-the-date to be issued by end of July
Members Assembly

• Motions system launched on 7 May 2019 (deadline: 28 August)
  → 7 motions submitted in addition to the 11 Council motions (status: 16 July)
  → At European RCF 52 motions were discussed

• Awards: invitations sent on 15 May 2019 (deadline: until 28 August)
  → 2 nominations received for the Harold Jefferson Coolidge Memorial Medal
  → 1 nomination received for Honorary Membership of IUCN
  → 1 nomination received for the John C. Phillips Memorial Medal

• Programme discussion opened on 7 May 2019 (deadline: 30 September)
  → 14 comments received

• Commission mandates: discussion opened on 7 May 2019 (deadline: 11 December)
  → 3 comments on CEC mandate; 1 on CEESP; 1 on WCEL; 0 on the other Commissions
Members Assembly

- Statutory amendments: invitations sent on 17 May 2019 (deadline: 11 December)
  ➔ 0 proposals received

- Nominations (deadline: 11 December)
  TOR Approved by the Bureau of the IUCN Council, 1 July 2019
  Call for nominations for the IUCN President, Treasurer and Commission Chairs expected to go out on 22\textsuperscript{nd} July 2019 (deadline: 11 Dec)
  System to receive nominations for Regional Councillors will be launched mid August

- Consultation started with CPC, Commission Chairs NCRC Chairs and Global Thematic and Regional Directors to select themes for strategic discussions in Assembly (deadline: 28 August)

- Call for Nominations for additional members on the CPC acting as appeals body on Motions process (deadline 17 July 2019). Four nominations received.
Exhibition and Fundraising

<table>
<thead>
<tr>
<th></th>
<th>2020 Congress gross (incl. stand construction cost) In CHF</th>
<th>2020 Congress net (w/o stand construction cost) In CHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total fundraising target (as shared in March ‘19)</td>
<td>5,200,000*</td>
<td>3,866,509</td>
</tr>
<tr>
<td>Secured commitments to date</td>
<td>1,710,000</td>
<td>1,206,000</td>
</tr>
<tr>
<td>Pipeline (under negotiation) to date</td>
<td>1,335,000</td>
<td>977,000</td>
</tr>
<tr>
<td>Actual Gap vs fundraising target</td>
<td>2,155,000</td>
<td>1,683,509**</td>
</tr>
</tbody>
</table>

*It included production costs for booths in the exhibit hall
** Out of the Actual Gap: 450K CHF are High Priority. The rest is Low and Medium priority
Communications

• Building on successful strategy from 2016 Congress
• Focus on core audiences & all IUCN regions, youth & young professionals
• Communications priorities on schedule
• Tactical updates
  • Congress website
    • Launched in February, many updates with new features and content
  • 11 June “one year to Congress” marketing launch
    • Email campaign, media advisory, social media, internal communications
  • Support for calls to action
    • Forum proposals, motions, Forum session reviewers
  • Support for RCFs
    • Website pages, RCF logos, social media
  • Social media tool kit available for IUCN constituencies
  • Fundraising flyer
  • Congress promotional videos near completion
• Registration, housing and excursion system under development: launch date 24 September 2019
• Exhibition booking system under development: launch date 24 September 2019
• Procurement processes with France ongoing to select providers for audio-visual, IT, furniture and structures
• Procurement process ongoing to select mobile app supplier
Regional Conservation Fora

• 5 Regional Conservation Fora successfully held between end of May and 16 July:
  • Mesoamerica and the Caribbean
  • North Africa
  • USA
  • Europe, North and Central Asia
  • West and Central Africa

• 6 RCF to come:
  • Eastern and Southern Africa (July)
  • Oceania (July)
  • South America (August)
  • Canada (September)
  • West Asia (October)
  • Asia (November)
Regional Conservation Fora

• Common topics:
  
  • Draft 2021-2024 IUCN Programme
  • Motions process
  • Proposals from Council on Governance improvements and reforms
  • Candidates for Regional Councillors
  • Updates on implementation of IUCN Resolutions and Recommendations
  • Overall preparations for Congress
  • Discussions on issues of regional interest
Coordination with Host Country

- Monthly meetings with local Steering Committee and Working Groups in Marseille to coordinate
- Close collaboration on fundraising and communications
- Secretariat is associated in the procurement processes to select Congress suppliers
- Bi-monthly phone calls and quarterly meetings with host country coordination team
- Monthly phone calls with the French National Committee
Timeline: General

- **2 May**: Call for Proposals opens
- **17 July**: Call for Proposals closes
- **20 August**: Session proposals technical review ends
- **17 July**: Session proposals technical review starts
- **24 September**: Registration for the Congress opens
- **From end of September**: Booking a stand in the exhibition hall opens
- **15 November**: Accepted Forum sessions published
- **19 November**: Draft Forum programme published
- **11 March**: Deadline for session organisers to submit titles and agendas
- **11-19 June**: June 2019
Timeline: Assembly processes

2 May Consultation on the IUCN Programme 2021-2024

Submissions for motions open

28 August Consultation on the IUCN Programme 2021-2024 closes

30 September Proposals and nominations for elected positions in the IUCN Council closes

11 December Electronic discussions on motions opens

Proposals and nominations for elected positions in the IUCN Council closes

February Amendment submission to IUCN Status closes

Members accreditation process (online) opens

29 April Electronic voting on motions opens

11-19 June Amendment submission to IUCN Status opens

15 May Call for Nominations for Honorary Membership and IUCN Awards opens

July Proposals and nominations for elected positions in the IUCN Council closes

24 September Registration for the Congress opens

From end of September Booking a stand in the exhibition hall opens

11 March Electronic discussion on motions closes

13 May Electronic voting on motions closes
Thank you
REQUIRED ACTION
The Bureau of the IUCN Council is invited to appoint members of the Steering Committee of WCEL on the recommendation of the Chair of WCEL.

DRAFT BUREAU DECISION
The Bureau of the IUCN Council,
On the recommendation of the Chair of the World Commission on Environmental Law (WCEL),
Appoints Ms Maria-Goreti Muavesi, Fiji, and Justice (Ms) Sapana Pradhan Malla, Nepal as members of the Steering Committee of WCEL.

1. On 14 July 2019, the Chair of the World Commission on Environmental Law (WCEL) submitted two proposals for appointment in the Steering Committee of his Commission: Ms Maria-Goreti Muavesi, Fiji, and Justice (Ms) Sapana Pradhan Malla.

2. Biographies of both candidates are attached hereafter as Annex 1 and 2.

3. These appointments come in addition to the membership of WCEL confirmed at mid-term by the Council in October 2018 (decision C/95/3) which can be viewed on IUCN’s website: https://www.iucn.org/commissions/world-commission-environmental-law/about/steering-committee
Maria-Goreti Muavesi joined IUCN as an Environmental Legal Officer in 2013 and was promoted to Senior Environmental Legal Officer in 2017. She is based at the Oceania Regional Office (ORO) in Suva, Fiji. She manages ORO’s Environmental Law Programme and assists the Regional Director and Regional Finance Officer in managing its Corporate Legal Services. She obtained her law degree from the University of the South Pacific in 2004 and was admitted to the Fiji High Court Bar in 2005. In 2018, she graduated from the University of Wollongong, Wollongong, Australia with a Master of Fisheries Policy. Prior to joining IUCN, Maria-Goreti had for seven years taken on several different roles in government, non-government and private law firms which allowed her to contribute to the practice of environmental law including at the Department of Environment, Munro Leys, Fiji Environmental Law Association (FELA) and Howards Lawyers. Her research interest is in offshore fisheries, indigenous rights to natural resources, oceans and marine law and policy, ecological law, terrestrial and marine protected areas, climate change litigation, environment and social management safeguards and the role of environmental law associations in the protection and conservation of the environment. She is the Chair of the Pacific Network for Environmental Law (PaNEL) which is the Law Working Group of the Pacific Islands Roundtable for Nature Conservation (PIRT) and the Focal Point of WCEL in the IUCN Oceania Regional Office. She is currently undergoing an 18-month Australia Awards Women Leadership Initiative and Mentoring Programme which she hopes will prepare her for future leadership roles in IUCN, her community in Fiji and the Pacific.
Justice Sapana Pradhan Malla began her career as a corporate attorney where she realized that the law often serves as a barrier for the justice of women. Justice Malla has consistently advocated for women's rights, as well as the rights of marginalized groups. She was the driving force behind the passage of legislation to criminalize marital rape and domestic violence, decriminalize abortion, and obtain equal rights to property for women and confidentiality in accessing justice.

As a lawyer Justice Malla has brought several landmark cases to Nepal's Supreme Court and was awarded Senior Advocate in 2012. She is the founder of Pro Public Nepal which has been strongly engaged on substantial environmental issues. Justice Malla has litigated cases on water pollution, the misuse of pesticides, natural resource extraction, and the conservation of flora and fauna, including biodiversity hotspots, in Nepal.

In 2008, Justice Malla was nominated to the First Constitutional Assembly of Nepal where she contributed extensively to the new Constitution of Nepal. The Constitution recognizes that a clean environment is a fundamental right. Specifically, Article 30 states: “Every citizen shall have the right to live in a clean and healthy environment. The victim shall have the right to obtain compensation, in accordance with law, for any injury caused from environmental pollution or degradation. This Article shall not be deemed to prevent the making of necessary legal provisions for a proper balance between the environment and development, in development works of the nation”.

Justice Malla was appointed as an independent expert to the United Nations Committee Against Torture in 2014. Justice Malla is also the President of SAARC Law Nepal Chapter as well as a member of the Access to Justice Commission.

In 2016, Justice Malla was appointed to the Supreme Court of Nepal.

Justice Malla has already delivered many important judgments on environmental issues including:


3. Requiring the government to protect Phewa Lake from encroachment by private landowners and commercial interests.

4. Issuing mandamus to the government to protect and restore national heritage resources for future generations.

Justice Malla received a Bachelor in Law (BL) degree from Nepal Law Campus Tribhuvan University, Kathmandu, Nepal in 1987; a Master in Comparative Law (MCL), Faculty of Law, Delhi University, Delhi, India in 1989; and a Mid-Career Master in Public Administration (MC/MPA), Mason Fellow, Harvard Kennedy School of Government, Harvard University, Cambridge, Massachusetts, USA in 2014.