CEM Terms of Reference 2017-2020
Specialist & Thematic Group Leaders
Introduction

The Commission on Ecosystem Management (CEM) is one of the six expert commissions of IUCN. CEM provides expert guidance on integrated approaches to the management of natural and modified ecosystems to promote biodiversity conservation and sustainable development. The commission promotes the adoption of and provides guidance for ecosystem-based approaches to the management of landscapes and seascapes and builds resilience of socio-ecological systems to address global challenges.

CEM deals with the complexity of ecosystems, their components and interrelations, with different people and cultures making different and often conflicting uses of the ecosystems, and therefore with institutions and regulations dealing with these uses. CEM acknowledges that ecosystems are in a constant state of natural change and are further being pressured due to global anthropogenic climate and environmental changes.
CEM Structure
The network of the Commission on Ecosystem Management presently includes more than 1,200 volunteer ecosystem management experts from around the globe. The Commission is led by the Commission Chair and governed by the Steering Committee (SC), consisting of the Chair, Deputy Chair and five vice-chairs representing all continents. The working area of the commission is divided into 13 regions in the world, each of which is led by a Regional Chair (RC). Each Steering Committee member has been assigned the responsibility for the RCs in his/her part of the world. In addition, in some countries there are National Focal Points (i.e. France, the Netherlands and Mexico). It is planned to expand the list of National Focal Points in the future.

The members of the Commission are asked to join a minimum of two thematic and/or specialist groups within CEM. These groups are divided in specialist groups, based on biome / ecosystem types such as wetlands, mountain and arctic or specific activities. There are also thematic groups, which deal with crosscutting themes such as Ecosystem based Approaches to adaptation and mitigation, Nature-based Solutions, Ecosystem Governance and Ecosystem based-Disaster Risk Reduction. These groups are led by Thematic Group Leaders (TGLs) or Specialist Group Leaders (SGLs).

The commission also has Task Forces, of which some are joined with other commissions. A Task Force is different from a thematic group in that it is given a specific assignment, usually within a set time period. Task Forces are led by Task Force Leaders (TFLs). All members of the Steering Committee have also been assigned multiple Thematic and Specialist Groups that they are responsible for.
Commission Regions

CEM works with 13 regions, for each of which a Regional Chair is appointed. The regions are displayed in Figure 1.

Figure 1. The 13 CEM regions

<table>
<thead>
<tr>
<th>Region</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>West &amp; Central Africa, Northern Africa, Southern &amp; East-Africa</td>
</tr>
<tr>
<td>America</td>
<td>North-Amercia &amp; English and non-Spanish speaking Caribbean, Meso-America (including Spanish speaking Caribbean), and South-America</td>
</tr>
<tr>
<td>Asia</td>
<td>North-East Asia, South Asia, South-East Asia, and West-Asia</td>
</tr>
<tr>
<td>Europe</td>
<td>Eastern Europe &amp; Central Asia, and Western Europe</td>
</tr>
<tr>
<td>Oceania</td>
<td>Oceania</td>
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</tbody>
</table>
Thematic and Specialist Group Leaders

The Thematic and Specialist groups within CEM cover areas that were established as the most pertinent issues within ecosystem management that CEM would contribute to in 2017-2020. Each group has a CEM member as a theme lead and a focal point within the CEM Steering Committee. A Thematic Group Leader (TGL) or Specialist Group Leader (SGL) is appointed by the Commission Chair, and in consultation with the steering committee (SC, where appropriate). The T/SGL is then encouraged to nominate a young professional as co-chair to assist him/her. The co-chair must be notified to the CEM Chair. T/SGLs are expected to involve their co-chair in all thematic activities and discussions and vice-verse. T/SGLs are appointed for up to two terms (two times 4 years intersessional period).

All T/SG members carry specific as well as collective responsibilities for the implementation of CEMs mandate as approved by the World Conservation Congress. All members serve in their personal, not institutional, capacities.

Functions and Responsibilities

Thematic / Specialist group Leader & Co-lead responsibilities

T/SGL’s are expected to provide leadership and guide the development and implementation of CEM’s work within their expertise. T/SGL’s are expected to contribute by means of:

Strategy

- Review the IUCN programme (2017-2020) and CEM work plan and identify opportunities, priorities and key issues related to the scope of their T/SGL;
- Seeking out new partnerships (and strengthening existing ones) and collaborative projects within the Commission, with other IUCN bodies including Regional and Country Offices of the Secretariat and National Committees, and beyond the IUCN, where the expertise and products and outputs of the work will be productively employed.
- Providing a forum to discuss specific ecosystem issues and explore CEM’s role in devising possible solutions;
- Encouraging the involvement of young professionals in the T/S Group;
- Identify potential new/novel areas for CEM to engage with/explore in the future and communicate this to the SC; and
- Identify and establish a core group of experts from among the related thematic/specialist group members in the concerned areas for assisting the Thematic Lead and Co-Lead to deliver their tasks.
Deliverable: The T/SGL delivers a work plan, that contributes to IUCN and CEM’s long term vision, involves relevant partners and engages young professionals. Emerging and specific issues within thematic and specialist areas are identified and taken into account.

Promote (establishment of) and support (regional) working groups
- Aiding and facilitating establishment of working groups, in consultation with Regional Chairs and with approval from the SC, to undertake the thematic group work plan.
- Enhancing the work of working groups by seeking out and sharing opportunities for involvement in regional and national conservation efforts, especially in relation to the priority areas of IUCN-members.
- Fostering initiatives for training and capacity building on the Thematic / Specialist group subject, both within the networks and within target groups that make use of CEM products.

Deliverable: The Thematic / Specialist group work plan is implemented as planned.

Technical input and advocacy
- Providing technical input and contributions on specific themes to international conventions (e.g. CBD, UNFCCC), in consultation with the membership and designated focal point of the steering committee of their region and in agreement with current IUCN policy and guidelines.
- Advocacy of ecosystem management and ecosystem based approaches as an appropriate tool for sustainable conservation, development and addressing global societal challenges.
- Assisting with critical information to foster the main goals of the CEM 2017-2020 mandate and contributing to the core knowledge products of IUCN.

Deliverable: CEM Thematic / Specialist Groups and their Leaders provide input on ecosystem management and ecosystem based approaches at international and regional conventions and other events.

Fundraising
Fundraising is essential to support group activities, This must be done in consultation with the SC. Recalling that CEM does not have an independent legal status, all fundraising activities should be developed in coordination with the respective IUCN related programme or region.

Deliverable: Any funds raised by the T/SGLs for CEM are administered according to IUCN standards and regulations and are known to the SC.
Steering Expertise
- T/SGL are in charge of coordinating the construction and implementation of work plans. Ideally each leader will be able to integrate diverse visions among group members and work in consensus when deemed appropriate. Ultimately, the T/SGL’s have to take responsibility for decisions and decision-making processes in their Groups.

_Deliverable: The T/SGL maintains group cohesion and steer a clear course despite potentially differing views and approaches within the group of members they manage._

To be available for other functions as emerging needs are identified.
- If an emerging need is identified the T/SGL will actively contribute to the issue in consultation with the SC.
- Responding to questions of the Chair and the SC

_Deliverable: The T/SGL contributes to emerging issues in consultation with the SC._

**Thematic Group Lead tasks**

**Thematic work plan**
- Thematic and Specialist Groups Leaders need to identify the key conservation issues/opportunities in relation to their group priority, and prepare a T/SG workplan in collaboration with their focal point in the SC. The workplan should promote development and engagement of regional or global specialist groups to address the priority area for which s/he has been appointed. In addition, it should be in accordance with IUCN’s vision and CEM’s vision and priorities during the 2017-2020 period and be based on the CEM mandate, WCC motions, discussion etc.
- Where relevant undertake the thematic work plan in consultation and collaboration with Regional Chairs.
- Report to the Focal Point of the SC on progress in relation to the implementation of the thematic work plan.
- Maintain productive relations with the Commission’s affiliate members and other collaborating institutions in relation to the Global Thematic Leader’s brief.

_Deliverable: The T/SGL delivers a regional work plan for the 4 year period, that outlines priority areas of work and relevant partnerships and is in line with CEM’s vision._

**Regional partnerships and collaborative agendas**
- In consultation with relevant Regional Chair(s), seek out and/or strengthen partnerships and collaborative activities with Regional and Country Offices of the IUCN Secretariat, other commissions, IUCN National Committees and IUCN-members, and other partners, where the expertise and products and outputs of the work will be productively employed.
It is also recommended to collaborate and boost the involvement of youth and build the inter-generation linkages. **Deliverable:** RCs maintain good working relationships between them and collaborating institutes and partners in the region.

**Appointment of membership**

- Identifying suitable individuals as new members of CEM. T/SGLs are encouraged to identify and recruit young professionals and initiate them in the essentials of Ecosystem Management and ecosystem based approaches to address global societal challenges.

- Membership applications can be made directly to the T/SGL. Upon approval of a nomination, the T/SGL should forward the information about the applicant to his/her focal point within the SC for confirmation. After the new member’s confirmation by the SC, the T/SGL will send the information to the membership officer for processing and to the respective RC for her/his information.

- Welcoming and informing new group members on their role in CEM and Thematic / Specialist group network. **Deliverable:** A balanced group of CEM expert members per group, and prompt processing of new members.

**Management of membership**

- Being familiar with IUCN and CEM documents and policies, in particular for the specific Thematic/ Specialist Group subject.

- Motivating group members by identifying concrete goals and rewards from the work plan, that act as incentives to members. T/SGL’s need to provide these “motivators” and minimize disincentives. Members who want to be highly involved often depend on guidance and leadership. Recognition and appreciation are important and effective. In addition, staying on top of all sorts of activities and opportunities, and providing this information to Group members, can provide enormous dividends.

- Addressing problems that arise in the group diplomatically and efficiently. A T/SGL may request discontinuation of membership of a group member from CEM, but it is the CEM Chair, after discussion with the SC, that will make the final decision. The member may appeal to the SC to prevent discontinuation of his/her membership from the Commission. **Deliverable:** The T/SGL is well informed about IUCN and CEM products and policies, as well as what is going on with the members in his/her groups. The groups are motivated to contribute and any problems are dealt with correctly.
Internal communication

- Sharing information, facilitating and moderating group discussions via e-mail, the IUCN Portal, Skype, and/or other platforms.
- T/SGL’s should contribute to communication activities of CEM on their specific theme. More importantly they need to stimulate input from their members, either through mailings, newsletters, their website page, meetings etc. Members need to be aware this is expected and appreciated. CEM is on the IUCN portal which serves to keep members regularly informed of relevant issues, keeps them involved and attracts potential new members. Thematic Group Leaders need to assist in keeping this an active tool for CEM.
- Send group activity updates to RC for the inclusion of this information in CEM newsletters.
- Communicating with their members at least once every 3 months (e.g. newsletters, flash reports etc.)
- Reporting on CEM member activities and concerns to the CEM SC through an activity report twice a year, to be delivered before SC meetings.
- Representing the members of the Thematic Group through bi-annual reports sent to the CEM SC focal point before each Steering Committee meeting, covering group activities and concerns. T/SGLs will be provided with a reporting template at least 1 month in advance of the SC meeting.

Deliverable: Thematic / Specialist Group members are informed regularly by T/SGLs about group activities and news. T/SGLs send activity reports to the SC twice a year.

External communication

- Maintaining professional standards of conduct that enhance the group’s professional profile, standing, contribution and effectiveness.
- Promoting and represent the work of the Commission and its specialist networks in the region, within and beyond IUCN’s Secretariat, IUCN-members and other Commissions.
- Serving as the Commission’s senior representative at meetings or other functions at which the T/SGL is invited in his/her role as T/SGL of the Commission, and ensuring adequate consultation with CEM SC prior to making such arrangements.
- TGL’s are required to provide material to create a thematic group page on the CEM website and keep it up to date.

Deliverable: RC communication with external parties is professional and timely.
Secretariat
The IUCN Secretariat is based in many regional offices around the world, with IUCN Headquarters based at Gland, Switzerland. The Global Ecosystem Management Programme (GEMP) is the institutional counterpart of CEM, and also provides supporting services for CEM. The Director of GEMP is the IUCN Secretariat focal point for CEM. The Global Ecosystem Management Programme works on the following five key programmatic areas for IUCN: Global Drylands Initiative, Ecosystem Based Adaptation (EBA), Red List of Ecosystems (RLE), Global Islands Partnership, and Ecosystem based Disaster Risk Reduction (DRR).

The Global Ecosystem Management Programme works in close collaboration with CEM to realize the Commission’s objectives in enhancing the implementation of the Ecosystem Approach. CEM members also contribute technical information to the Ecosystem Management Series: for example compilations of case studies and lessons learnt in implementing the Ecosystem Approach. Other thematic areas of the Nature Based Solutions programme, such as the Global Forest and Climate Change, Water, and Business and Biodiversity Programmes are also supporting the implementation of CEM proposed actions.

Contact information
Important points of contact during your term within CEM SC:
- For membership related questions: Michelle Kimeu (michelle.kimeu@iucn.org)
- For the newsletter, website, facebook related and other questions: Fabiola Monty (Fabiola.Monty@iucn.org)
- For questions to the Chair: Angela Andrade (Angela.Andrade@iucn.org), assistant Manuela Ruiz (cem.iucn.1720@gmail.com)
- CEM contact page
- IUCN Programmes:
  - Global Ecosystem Management Programme
  - Global Forest and Climate Change Programme
  - Water Programme
  - Business and Biodiversity Programme