Decisions of the IUCN Council and its Bureau adopted by electronic communication between meetings of the IUCN Council

(Listed hereafter in chronological order)

**Preliminary note:**

The IUCN Statutes and Regulations enable the IUCN Council to take decisions by electronic communication between meetings of the IUCN Council. In most cases, if decisions are required between meetings of the IUCN Council, the Bureau of the IUCN Council will do so on behalf, and under the authority of the IUCN Council. The Bureau would normally take decisions by email correspondence or during remote meetings, and from time to time also during in person meetings. All decisions of the Bureau are ‘validated’ by the IUCN Council through a no-objection procedure.

C/I – 25 January 2017 – Approval of the IUCN 2016 Annual Report

Decision C/I

The IUCN Council,

Approves the [IUCN 2016 Annual Report](#).

B/I - 2 October 2017 - Additional appointments of members of the Steering Committees of IUCN Commissions

Decision B/I

The Bureau of the IUCN Council,

on the recommendation of the Chairs of the IUCN Commission on Education and Communication (CEC) and of the IUCN Commission on Environmental, Economic and Social Policy (CEESP),

appoints the following individuals as members of the steering committees of the IUCN Commissions concerned, in addition to the appointments made by the Council at its 91st (decision C/91/3) and 92nd meetings (decision C/92/18):

1. **CEC:**
   i. Ms Margaret Otieno (Regional Vice Chair for East and Southern Africa)
   ii. Ms Ana Valerie Mandri Rohen (Regional Vice Chair for Mexico, Central America and the Caribbean)
   iii. Mr Peter Paul van Kempen (Regional Vice Chair for West Europe)
2. **CEESP**:  
   i. Ms Helen Suich (Australia, Chair - People in Nature - PiN);  
   ii. Ms Ashley Massey (US, Co-chair - Theme on Culture, Spirituality and Conservation);  
   iii. Ms Vatosa Rakotondrazafy (Madagascar, Co-chair - Theme on Culture, Spirituality and Conservation);  
   iv. Ms Rosie Cooney (Australia, Chair - Sustainable Use and Livelihoods Specialist Group - SULi);  
   v. Mr Nigel Crawhall (South Africa, Chair - Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice - ReSpECC);  
   vi. Ms Elaine Hsiao (US, Chair - Theme on Environment and Peace);  
   vii. Mr Galeo Saintz (South Africa, Chair - Theme on Environment and Peace);  
   viii. Mr Neil Dawson (UK, Chair - Theme on Human Wellbeing and Sustainable Livelihoods);  
   ix. Mr Francisco J. Rosado-May (Mexico and Indigenous Maya, Chair - Theme on Human Wellbeing and Sustainable Livelihoods);  
   x. Mr Nick Conner (Australia, Chair - Specialist Group on Local Economies, Communities and Nature), and  
   xi. Ms Liza Zogib (Switzerland, Co-chair - Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice (ReSpECC).  

**B/II – 2 October 2017 - Date and place of the 94th and 95th Meetings of the IUCN Council (2018)**

**Decision B/II**

The Bureau of the IUCN Council,

_Taking into account_ the confirmation by the Jeju Special Self-Governing Province (Republic of Korea) that it will cover any expenditure above the approved budget for the 95th Council meeting;

Decides to convene:

a. the 94th Meeting of the IUCN Council in Gland from Monday 30 April through Wednesday 2 May 2018, with preliminary meetings to be held on Sunday 29 April 2018. Subject to the approval of the 2018 Budget, an additional day of standing committee meetings will be held on Sunday 29 April 2018 and any preliminary meetings on Saturday 28 April 2018;  

b. the 95th Meeting of the IUCN Council in Jeju, Republic of Korea, from Saturday 6 through Monday 8 October 2018 with preliminary meetings to be held on Friday 5 October 2018, at the occasion of the World Leaders’ Conservation Forum hosted by the Jeju Special Self-Governing Province on 3 and 4 October 2018 which will also celebrate the 70th Anniversary of the foundation of IUCN – subject to the Bureau’s confirmation at the latest by 1 August 2018.

**C/II - 1 November 2017 – Appointment of an Acting Treasurer**

**Decision C/II**
The IUCN Council,

*Following* the resignation of Mr. Patrick de Heney, IUCN Treasurer, effective 11 September 2017,

*Endorses* the IUCN President’s appointment of Mr. Rick Bates as Acting Treasurer until the IUCN Council fills the vacancy for the remainder of the term.

**B/III – 21 December 2017 - Appointment of an additional member of the steering committee of the IUCN Commission on Education and Communication (CEC)**

**Decision B/III**

The Bureau of the IUCN Council,

*On the recommendation of* the Chair of the IUCN Commission on Education and Communication (CEC),

*Appoints* Ms. Ana Julia Gómez (Argentina, Regional Vice Chair for Latin America) as an additional member of the Steering Committee of CEC.

**B/IV – 8 February 2018 – Approval of the 2017 Annual Report**

**Decision B/IV**

The Bureau of the IUCN Council,

*Approves* the [Annual Report 2017](#).

**B/V – 23 February 2018 – Approval of IUCN membership applications and name changes**

**Decision B/V**

The Bureau of the IUCN Council,

*On the recommendation of* the Governance and Constituency Committee (GCC),

1. *approves* the admission of 14 organisations and/or institutions applying for IUCN membership in accordance with Regulation 18; (List in [Annex 1](#))
2. *takes note* of the change of name of two current IUCN Members, as listed below:

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<td>Ministry of Agriculture, Nature and Food Quality</td>
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<td>Direction des Affaires Internationales / Directorate of</td>
<td>Ministre des Relations Extérieures et de la Coopération de Monaco /</td>
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B/VI – 1 March 2018 - Appointment of member of the steering committee of the IUCN Commission on Ecosystem Management (CEM)

Decision B/VI

The Bureau of the IUCN Council,

On the recommendation of the Chair of the IUCN Commission on Ecosystem Management (CEM),

Appoints Mr Jonathan Hughes (Europe) as member of the Steering Committee of CEM.

C/III - 23 April 2018 – Appointment of the IUCN Treasurer

Decision C/III

The IUCN Council,

On the recommendation of the Search Committee for the Treasurer of IUCN established by decision B/73/1 of the Bureau (73rd meeting, November 2017),

Decides to appoint Mr Nihal Welikala as member of Council and Treasurer of IUCN, effective 23 April 2018, for the remainder of the term 2016-20;

Thanks Mr Rick Bates, member of Council, for his diligent work as Acting Treasurer in the interim period.

B/VII – 30 July 2018 – Confirmation of decision B/II

Decision B/VII

The Bureau of the IUCN Council,

Confirms its decision B/II (2 October 2017) to hold the 95th Council meeting in Jeju, Republic of Korea from 6-8 October 2018.

B/VIII – 20 September 2018 – Approval of IUCN membership applications and name changes

Decision B/VIII
The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC),

approves the admission of 8 organizations and/or institutions applying for IUCN membership in accordance with Regulation 18; (List in Annex 2)

approves the request from current IUCN Member, Aga Khan Rural Support Programme, Pakistan, to change their membership category from International NGO to National NGO.

B/IX – 20 September 2018 – Appointment of the members of the Working Group WCC-2016-Res-003 Including regional governments in the structure of the Union

Decision B/IX

The Bureau of the IUCN Council,

Based on Council decision C/94/17 approving the Terms of Reference for the Working Group referred to in WCC-2016-Res-003 as well as the process to appoint the members of the Working Group;

Appoints the members of the Working Group. (Annex 3)

C/IV – 24 December 2018 – Filling the vacancy for Regional Councillor from East Europe, North and Central Asia for the remainder of the term

Decision C/IV

The IUCN Council,

Elects Ms Natalia Danilina to fill the vacancy for Regional Councillor from East Europe, North and Central Asia for the remainder of the term.

B/X – 21 March 2019 – Approval of the IUCN 2018 Annual Report

Decision B/X

The Bureau of the IUCN Council,

Approves the IUCN Annual Report 2018.

C/V – 22 March 2019 – Appointment of a new Deputy Chair of the Governance and Constituency Committee (GCC)

Decision C/V
The IUCN Council,

On the recommendation of the Vice-Presidents acting as Nominating Committee,

Appoints Ms Tamar Pataridze as Deputy Chair of the Governance and Constituency Committee.

C/VI – 25 March 2019 – Membership of the Congress Preparatory Committee (CPC)

Decision C/VI

The IUCN Council,

on the recommendation of the Vice-Presidents acting as Nominating Committee and of the Bureau, and amended by Council;

Decides to modify its decision C/95/21 adopted on 8 October 2018 in the sense that the CPC shall comprise “six other Council members” in addition to the Vice-Presidents and the Treasurer;

Decides that the membership of the Congress Preparatory Committee (CPC) shall comprise (in alphabetical order):

• Andrew Bignell
• Mamadou Diallo
• Hilde Eggermont
• Sixto Inchaustegui
• Ali Kaka
• Malik Amin Aslam Khan
• Kathy MacKinnon
• Jennifer Mohamed-Katerere
• John Robinson
• Ana Tiraa
• Nihal Welikala
• plus a representative from the host country France;

Requests the CPC to elect its chair.

B/XI – 21 May 2019 – Membership of the Motions Working Group

Decision B/XI

The Bureau of the IUCN Council,

Pursuant to Council decision C/96/2 and on the recommendation of the Vice-Presidents acting as Nominating Committee in conformity with Regulation 48 (c) (ii);

Appoints the following Council members as members of the Motions Working Group:

• Said Damhoureyeh
Mamadou Diallo
- Hilde Eggermont
- Michael Hosek
- Sixto Inchaustegui
- Jon Paul Rodriguez
- Jan Olov Westerberg

Requests the Motions Working Group to elect its chair.

B/XII – 3 June 2019 – Audited Financial Statements 2018 and the policy on the use of derivatives

Decision B/XII

The IUCN Bureau of the IUCN Council,

on the proposal of the Director General and the recommendation of the Finance and Audit Committee,

approves the Audited Financial Statements for 2018, noting that final approval rests with the 2020 World Conservation Congress as provided under Article 20 (d) of the Statutes.

The IUCN Bureau of the IUCN Council,

on the recommendation of the Finance and Audit Committee,

approves the changes to the IUCN Policy on the use of derivatives.

B/XIII – 3 June 2019 – Appointment of steering committee members for CEC and CEESP

Decision B/XIII

The IUCN Bureau of the IUCN Council,

(1) On the recommendation of the Chair of the IUCN Commission on Education and Communication (CEC),

Appoints
- Ms Cheryl Charles (Proposed CEC Expert, #NatureForAll and North America outreach) and
- Mr Sudhanshu Sarrownala (Proposed CEC Expert),
as members of the Steering Committee of CEC;

(2) On the recommendation of the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP),

Appoints
- Ms Melanie Zurba (Chair of the Theme on Governance Equity and Rights)
Ms Jessica Campese (Chair of the Natural Resource Governance Framework)
Mr Mersie Ejigu (Africa Regional Vice Chair)
Ms Dilys Roe (Sustainable Use and Livelihoods Specialist Group - SULi),
as members of the Steering Committee of CEESP.

B/XIV – 5 June 2019 – Process for the appointment of additional members of CPC acting as appeals body

Decision B/XIV

The IUCN Bureau of the IUCN Council,

on the recommendation of the Congress Preparatory Committee,

Approves the process for the appointment of additional members to the CPC acting as appeals body under Rules 62ter and 62quarto.


Decision B/XV

The IUCN Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC) pertaining to the “Governance Review for IUCN – Report, 23 March 2019”, after considering the suggestions regarding the next steps made during the Council meeting of 30 March 2019 and the GCC meeting of 1 April 2019;

Pursuant to Council decision C/96/6;

Decides

(1) To establish a Council working group in the sense of Regulation 59, consisting of nine members, one from each statutory region, as follows: the GCC Chair, other GCC and Council members representing each region, and the Treasurer to prepare a draft Council decision capturing the issues which Council agrees to address, and for each of them, an indication of action points and timeline (short, mid or long term);

(2) To request the Council members from each statutory region to consult with each other and inform the President by [date: e.g. within 2 weeks from the date of the Bureau decision] of the Council member of each region who accepts to become a member of the working group;

(3) That the working group deliver a draft recommendation to the Council through the GCC in September 2019 in time for further deliberation and decision at Council in October 2019;

(4) That the working group be supported by the Secretariat.
B/XVI – 1 July 2019 – Approve the Profiles of the elected positions, guidance for election candidates and additional criteria for nomination

Decision B/XVI

The IUCN Bureau of the IUCN Council,

Pursuant to Council decision C/96/18 and on the recommendation of the Governance and Constituency Committee,

Adopts the following documents for the purpose of attaching them to the Call for nominations:
1. The qualities required for the elected positions; (Annex 1 to 4)
2. IUCN Council’s Guidance for 2020 Election Candidates; (Annex 5) and
3. Additional requirements for nomination to Council for members of Council and members of the Secretariat staff; (Annex 6)

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.

B/XVII – 15 October 2019 – Appoint additional members of the Motions Working Group and of the Congress Preparatory Committee acting as appeals body

Decision B/XVII

The Bureau of the IUCN Council,

In accordance with Regulation 29 and Rule 62quarto, and pursuant to Bureau decisions B/76/2 and B/XIV,

Taking into account advice from the Motions Working Group and the Congress Preparatory Committee,

Appoints the following individuals as additional members to:
a. the Motions Working Group:
   • Mr Will Gartshore (USA)
   • Ms Anaid Paola Velasco (Mexico)
   • Ms Teina Mackenzie (Cook Island)
b. the Congress Preparatory Committee acting as appeals body:
   • Ms Iasmim Amiden (Brazil)
   • Ms Gihan Soliman (UK/Egypt)
   • Mr Babacar Salif Gueye (Senegal).

B/XVIII – 14 December 2019 - Membership applications

Decision B/XVIII

The Bureau of the IUCN Council,
On the recommendation of the Governance and Constituency Committee (GCC),

Approves the admission of five organisations and/or institutions applying for membership, (Annex 1)

Rejects the application for IUCN membership from:
   a. The Chamber of Forest Engineers of Turkey because its objectives focus on innovation to forest engineers in respect of forestry and the forest and woodwork industries, and it fails to meet the requirements set out in Article 7 and in particular Article 7(b) of the IUCN Statutes pertaining to the objectives of IUCN and a track record of activities in conservation, and
   b. Population Institute (US) because it fails to meet the requirements of the IUCN Statutes, Article 7 (b) in particular, pertaining to the objectives of IUCN and a track record of activities in conservation;

Takes note of the GCC’s decision to postpone its consideration of the applications from five organisations to its next conference call or meeting in person. (cf. Annex 1)

B/XIX – 14 December 2019 - Terms of Reference of the 2020 Congress committees

Decision B/XIX

The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC),

Approves the Terms of Reference of the 2020 Congress:
   1. Finance and Audit Committee (Annex 1)
   2. Governance Committee (Annex 2)
   3. Programme Committee (Annex 3)
   4. Resolutions Committee (Annex 4)
   5. Procedural Adviser (Annex 5).

B/XX – 14 December 2019 - Amendment to the IUCN Councillors' Performance Commitment

Decision B/XX

The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC),

Approves the proposed modification of the Councillors’ Performance Commitment in order to include an express commitment to comply with the IUCN Data Protection Policy as requested by Council decision C/96/26. (Cf. Council document C97/GCC22/1.3)

Decision B/XXI

The Bureau of the IUCN Council,

On the recommendation of the Council Working Group to prepare the Management Response to the External Review of IUCN’s Governance; pursuant to Council decision C/97/3;

Recommends Council to approve the draft Council decision and the Management Response annexed to it without modifications.

B/XXII – 3 January 2020 - Approval of IUCN membership applications

Decision B/XXII

The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC),

Approves the admission of the Fédération Française de Spéléologie, France applying for membership,

Rejects the application for IUCN membership from Intl. WeLoveU Foundation, Republic of Korea, because they have insufficient track record of activities in conservation, and because it does not meet the requirements of Article 7 (d) of the Statutes,

Takes note of the GCC’s decision to further postpone its consideration of the applications from three organisations to its next conference call or meeting in person. (Annex)

C/VII – 8 January 2020 - Approval of the Management Response to the External Review of Aspects of IUCN’s Governance

Decision C/VII

The IUCN Council,

On the recommendation of the Bureau of the IUCN Council pursuant to Council decision C97/3;

1. Approves the Management Response to the External Review of Aspects of IUCN’s Governance – 2019; (Appendix)
2. Requests the relevant entities to implement the actions whose responsibility has been assigned to them within the time indicated in the Management Response;
3. Decides that the Council Handbook be modified to incorporate the actions presented in the Management Response for implementation before the 98th Council meeting and requests the Secretary to Council to issue the Council Handbook as revised by the end of January 2020;
4. Requests the entities mentioned in the Management Response as “responsible” for the actions to be presented for Council’s consideration at its 98th meeting in February 2020 (highlighted in blue colour), to make their proposals available to Council if possible two
5. **Requests** the entities mentioned in the Management Response as “responsible” for the actions to be presented for the Bureau’s consideration, by email correspondence or conference call, before the 2020 Congress (highlighted in green colour), to prepare proposals by 1 May 2020;

6. **Recommends** the next Council 2020-24 to implement the actions presented for implementation during the next quadrennium;

7. **Thanks** Council’s Working Group to prepare the management response to the external review of IUCN’s governance and the Secretariat for their diligent work.

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**B/XXIII – 21 January 2020 - Appointment of the members of the Nominations Committee**

Decision B/XXIII

The Bureau of the IUCN Council,

On the recommendation of the four Vice-Presidents acting as Nominating Committee under Regulation 48 (c), pursuant to Council decision C97/11,

Appoints the following Council members as members of the Nominations Committee:
- Ali Kaka
- Ana Tiraa
- Jenny Gruenberger
- Kathy MacKinnon
- Sixto Inchaustegui, and
- Ayman Rabi

Requests the Nominations Committee to elect its chair.

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**B/XXIV – 27 February 2020 - Approval of IUCN membership applications**

Decision B/XXIV

The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee (GCC),

Approves the admission of six organisations and/or institutions applying for membership, (Annex 1)

Takes note of the GCC’s decision to defer its consideration of the applications from Centro Regional Ramsar para la Capacitación e Investigación sobre Humedales en el Hemisferio Occidental, Panama and from Fondazione UNA, Italy to its next conference call or meeting in person, (cf. Annex 1)

Requests the Secretariat to seek feedback from the Italy National Committee of IUCN Members on the membership application from Fondazione UNA.

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**C/VIII – 19 March 2020 – regarding the postponement of the IUCN Congress 2020**

Decision C/VIII
The IUCN Council,

On the recommendation of the Bureau to postpone the Congress in consideration of the rapidly evolving crisis caused by Covid-19, and its impact on the organisation of the IUCN World Conservation Congress 2020 scheduled for 11-19 June 2020,

Requests the Secretariat to:
1. discuss with the French Government to postpone the IUCN Congress until a later date that will allow all IUCN Members and partners to participate;
2. report back to the President and the Chair of CPC in order to agree the text of a joint communication by IUCN and the French Government about the postponement;
3. report the results to the Congress Preparatory Committee which shall make a recommendation to Council of a new date and other aspects of holding the Congress at a later date.

C/IX – 25 March 2020 – new dates for the IUCN Congress 2020
Decision C/IX

The IUCN Council,

Welcoming the proposal from President Macron, Head of State of the Host Country of the IUCN World Conservation Congress, to postpone the Congress to January 2021 in light of the Covid-19 pandemic,

Decides that the IUCN World Conservation Congress 2020 be held in Marseille from 7 to 15 January 2021 instead of 11 to 19 June 2020.
**Membership Applications**  
approved by the Bureau of the IUCN Council in February 2018

<table>
<thead>
<tr>
<th>IUCN Statutory region</th>
<th>#</th>
<th>Organisation name</th>
<th>Acronym</th>
<th>Country / Territory (IUCN Statutory State)</th>
<th>Website</th>
<th>Member Category</th>
<th>Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members</th>
<th>Detailed application</th>
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2) IN/1567 Game Rangers Association, South Africa  
3) (Dr Jacques Flamand, IUCN SSC African Rhino Specialist Group and Veterinary Specialist Group on behalf of NG/673 WWF South Africa and GA/142 Ezemvelo KZN Wildlife, South Africa) | Wildlife ACT |
2) NG/25720 Association Pinna pour le développement et la promotion de l'écotourisme (The Pinna Association for the Development and Promotion of Ecotourism) | Alhaya |
| North America & the Caribbean | 3 | Bank Information Center | BIC | United States of America | [http://www.bankinformationcenter.org](http://www.bankinformationcenter.org) | NG | 1) IN/851 Conservation International, USA  
2) NG/25609 National Whistleblower Center, USA | BIC |
| South and East Asia   | 4 | Aquameridian Conservation & Education Foundation | ACE | China | [http://www.aqua-m.org](http://www.aqua-m.org) | NG | 1) NG/25638 Sylvia Earle Alliance (dba Mission Blue), USA  
2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China | ACE |
|                       | 5 | Shenzhen Dapeng Coral Conservation Volunteer Federation | QADP | China | [http://www.dive4love.org](http://www.dive4love.org) | NG | 1) NG/25373 Society of Entrepreneurs & Ecology, China  
2) NG/25182 Shan Shui Conservation Center, China | QADP |
| West Europe           | 6 | Union professionnelle du génie écologique (Professional Union of Ecological Engineering) | UPGE | France | [www.genie-ecologique.fr](http://www.genie-ecologique.fr) | NG | 1) NG/24585 Humanité et biodiversité, France (Humanity & biodiversity)  
2) NG/24938 Noe Conservation, France | UPGE |
|                       | 8 | Association pour le Développement des Aires Protégées (Association for the Development of Protected Areas) | ADAP | Switzerland | [http://www.adap.ch](http://www.adap.ch) | NG | 1) NG/155 Pro Natura, Switzerland  
2) NG/25709 Fonds Fiduciaire pour le Banc d’Arguin et la Biodiversité Côtière et Marine, Mauritania (Banc d’Arguin and Coastal and Marine Biodiversity Trust Fund) | ADAP |

NG National Non Governmental Organisations  
GA Government agencies
Membership of the Working Group referred to in WCC-2016-Res-003

Approved by the IUCN Council validating decision B/IX of its Bureau dated 20 September 2018

<table>
<thead>
<tr>
<th>Members of the IUCN Council</th>
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<tr>
<td>Amran Hamzah (Malaysia) - Chair of the Working Group</td>
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<td>Shaikha Salem Al Dhaheri (UAE)</td>
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<td>Carlos Durigan (Brazil)</td>
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<th>IUCN Commissions</th>
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<tr>
<td>Prof Michel Prieur, World Commission on Environmental Law (France)</td>
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<td>Madhav Karki, Commission on Ecosystem Management (Nepal)</td>
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<th>IUCN Secretariat</th>
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<tr>
<td>Luc Bas, Regional Director Europe (EURO)</td>
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<td>George Akwah-Neba, Program Coordinator, West and Central Africa (PACO)</td>
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<th>State Members</th>
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<tr>
<td>Dr. Thuraya Said AL-Sareeria, Assistant Director General for Nature Conservation, Ministry of Environment &amp; Climate Affairs, Oman</td>
</tr>
<tr>
<td>Eng. Read Bani Hani, Director of Nature Protection Directorate, Ministry of Environment, Jordan</td>
</tr>
<tr>
<td>Carlos Alomía, Ministerio de Relaciones Exteriores y Movilidad Humana, Ecuador</td>
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<tr>
<td>Marcelo d’Almeida, Ministry of Foreign Affairs, Guinea Bissau</td>
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<th>Local and regional Government Agency Members of IUCN</th>
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<tr>
<td>KIM Yang Bo, Director General of Environmental Conservation Bureau, Jeju Special Self-governing Province, Republic of Korea</td>
</tr>
<tr>
<td>Juan Francisco Muños Muños, Oficina de Coordinacion de Asuntos Europeos y Cooperacion Internacional, Consejeria de Medio Ambiente y Ordenacion el Territorio, Junta de Andalucia (Regional Ministry of Environment and Land Planning, Government of Andalusia), Spain</td>
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<th>Other interested parties</th>
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<tr>
<td>Kobie Brand, Global Director of ICLEI’s Cities Biodiversity Center, Regional Director ICLEI Africa</td>
</tr>
<tr>
<td>Deborah Hahn, International Relations Director, Association of Fish and Wildlife Agencies, United States</td>
</tr>
<tr>
<td>Fernando Ardura, Director Ejecutivo, Fundacion Habitat y Desarrollo, South America, Argentina</td>
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Council decision C/96/2 requested the call for nominations for additional members of the Motions Working Group to be distributed to IUCN Members by 15 May 2019, for nominations by 30 June 2019, enabling the Bureau to appoint three individuals by 1 August 2019.

The draft text for the call for nominations is attached hereafter – for information - as Annex 2.

The three members appointed to the CPC in 2016 were:
1. Ms. Andrea Athanas
2. Mr. Malcolm John Collingwood Forster

**Proposed process for appointing additional individuals to the CPC acting as appeals body**

The following process for the appointment of additional members to the Congress Preparatory Committee acting as appeals body is proposed:

a. The Bureau makes the appointment before 1 August 2019 taking into account the following criteria:
   i. Good knowledge of IUCN and previous Congress(es);
   ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government, I/NGO and IPO Members and/or Commissions;
   iii. At least one State/Government Member and one I/NGO/IPO Member from different regions.
   iv. No personal involvement in the motions process.
   v. Overall gender balance in the CPC

The members of the CPC will be consulted before the Bureau takes a decision.

b. The Director General will send a call for nominations/expressions of interest to all IUCN Members before 15 May 2019, inviting nominations/expressions of interest by 30 June 2019 at the latest. The call will mention that, in order to take into account gender balance when making appointments, the IUCN Council is looking forward to receiving nominations of / expressions of interest from women in particular.

Meetings of the CPC acting as appeals body will be held remotely and might be convened at short notice.
THE PRESIDENT OF IUCN
ELECTION, ROLE AND FUNCTION

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented here to guide IUCN members in the nomination process and Council’s Nominations Committee.

1. Election

The President of IUCN is elected by the World Conservation Congress. IUCN Regulation 32 provides the following guidance:

"Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A, B and C. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than two months prior to the opening of the session of the World Congress."

Guidance for nomination of President
(a) Nominations should take into account the background of the Director General and reflect the diversity of IUCN. (Regulation 33)
(b) Nominations should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment and also contribute to promoting a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people.

2. Term of Office

The term of office of the President extends from the close of the World Conservation Congress at which the President is elected to the close of the next ordinary session of the Congress.1 (Statutes, Article 41)

The President, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, Article 42)

3. Responsibilities of the President

General
(a) As a member of the IUCN Council, the President serves first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN’s governance, financial management and programme as well as guidance on the overall development and implementation of the Union’s world-wide policies and programmes in the period between sessions of the World Conservation Congress.

Specific
(b) To preside over and lead the work of the Council pursuant to the Statutes including but not restricted to Article 37, decisions of the World Conservation Congress, and strategic objectives of Council, promoting the One Programme Charter which calls upon the constituent parts of the Union to work together to implement the IUCN Programme collaboratively.

1 Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.
(c) To preside at sittings of the World Conservation Congress.

(d) To work with all members of Council and the Director General to make the World Conservation Congress and Council as effective as possible.

(e) To guide the Director General, in consultation with the Chairs of Council Committees, on the issues to be brought before Council in the draft agenda, and where appropriate, to approve the papers to be laid before Council before these are circulated to the members.

(f) To advise the Director General, on behalf of the Council, on how the policies, strategies and decisions endorsed, defined or adopted by the Council should be implemented between sessions of the World Conservation Congress.

(g) To contribute prestige and influence to enhance the high regard in which the Union is held in the international arena and to facilitate its access to governments and international organizations at the highest level.

(h) To represent the Union at meetings of persons of similar status, and to undertake such other representational tasks as are appropriate; representational duties being divided between the President and Director General in a fashion most convenient to them both.

(i) To carry out other duties and responsibilities as provided for in the Statutes.

4. Qualifications and Requirements

General

(a) Previous governance/Board experience, preferably in an international organization or large regional organization

(b) Commitment to conservation, equity, justice and sustainable development

(c) Have a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities

(d) Financial literacy

(e) Capable of working in English and if possible, at least one of the other official languages of IUCN

(f) Gender equity and regional diversity must be taken into consideration in presenting candidates.

Specific

(g) The President should be:

   (i) an individual with a significant record of interests and activities strongly supportive of the Vision, Mission and objectives of IUCN

   (ii) of international profile, with a network that enables access to high level officials

   (iii) an excellent ambassador for the Union

   (iv) an accomplished speaker

   (v) a competent chair for meetings

   (vi) an individual with leadership qualities
Requirements
(h) Avoid conflict of interest situations
(i) Serve in a personal capacity and not as a representative of State, Member organization or interest groups
(j) Able to devote substantial time to the Union

Desirable
(k) Support at institutional/employment base
(l) Experience from regional and/or international networking
(m) Prior IUCN involvement

5. Expenses

The Presidency of IUCN is a voluntary position. IUCN covers the cost of travel and subsistence for meetings of the Council and will cover the expenses incurred by the President when undertaking special missions for the Union agreed as a part of the Union’s programme of action. IUCN may also contribute to office support for the President, according to a budget agreed with the Director General and Council.

6. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provides guidance on the role and responsibilities of the President (Section 4, §44-53). Prospective candidates are invited to consult the IUCN Council Handbook as well as the IUCN Statutes and Regulations.
THE TREASURER OF IUCN
ELECTION, ROLE AND FUNCTION

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented here to guide IUCN members in the nomination process and Council’s Nominations Committee.

1. Election

The Treasurer of IUCN is elected by the World Conservation Congress. Regulation 32 provides the following guidance:

"Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A, B and C."

Guidance for nomination of the Treasurer

The nomination process for the Treasurer should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment. It should also contribute to promote a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people representation.

2. Term of Office

The term of office of the Treasurer extends from the close of the World Conservation Congress at which the Treasurer is elected to the close of the next ordinary session of the Congress.¹ (Statutes, Article 41)

The Treasurer, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, Article 42)

3. Responsibilities of the Treasurer

General

(a) To, as member of Council, serve first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN’s governance, financial management and programme as well as guidance on the overall development and implementation of the Union’s world-wide policies and programmes in the period between sessions of the World Conservation Congress.

Specific

(b) The Treasurer’s role is non-executive, advisory and consultative; overall responsibility for financial management lies with the Director General under the oversight of the Council assisted by its Finance and Audit Committee

(c) To contribute to the efficient governance of the Union by advising the Director General, the Council and its standing committee on Finance and Audit, as appropriate, on finance related matters including those related to the implementation of the IUCN Programme, and on fundraising in general.

¹ Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.
(d) To, with the Director General, submit to each ordinary session of the World Conservation Congress, a report, on the consolidated accounts of IUCN for the intersessional period, together with the auditors' reports for the relevant years. (Article 88 of the Statutes)

(e) To review and provide comments to the World Conservation Congress on the IUCN Programme for the next intersessional period together with the related estimates of income and expenditure. (Article 88 of the Statutes)

(f) To maintain an overview, on behalf of the IUCN Council, of the financial situation of the Union in between sessions of the World Conservation Congress

(g) To review and provide comments to the Council on annual budgets and to agree with or object on financial grounds to any amendments to the budget that may be submitted to Council (Articles 88 and 89 of the Statutes)

(h) To be consulted on financial policies and procedures, acceptance of grants, donations and other payments (Regulation 88)

(i) To advise on the designation of the banks in which the funds of IUCN will be kept and on the investment of funds (Regulations 88 and 89)

(j) To be consulted on the risk and reserve management, and compliance with the legal requirements in all States where IUCN is operating (Regulations 88)

(k) To confer with the external auditors each year on the annual audit of the financial statements of IUCN (Regulation 90)

(l) To carry out other duties and responsibilities as provided for in the Statutes.

4. Qualifications

The IUCN Treasurer should:

General
(a) have previous governance/Board experience, preferably in an international organization or large regional organization

(b) be committed to conservation, equity, justice and sustainable development

(c) have a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities

(d) commit to serve Council in one of its standing committees

(e) have the capacity to work in English and if possible, at least one of the other official languages of IUCN

(f) gender equity and regional diversity must be taken into consideration in presenting candidates

Specific
(g) have outstanding financial management credentials

(h) be knowledgeable about finance, accounting, investment and fundraising of international organizations or large regional organizations

(i) be familiar with Swiss financial practices, aided by the Secretariat on the technical aspects of Swiss law and accounting standards

(j) have investment experience
(k) be able to advise on fundraising strategies

Requirements
   i. Avoid conflict of interest situations;
   ii. Serve in a personal capacity and not as a representative of State, Member organization or interest groups
   iii. Have substantial time available to devote to the Union

Desirable
   i. Support at institutional/employment base
   ii. Experience from regional and/or international networking
   iii. Prior IUCN involvement

5. Expenses

The position of Treasurer of IUCN is a voluntary position. However, IUCN covers the cost of travel and subsistence for meetings of the Council and any expenses incurred in the execution of the Treasurer's duties for the Union, in accordance with the standards approved for Councillors.

6. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provide guidance on the role and responsibilities of Council, the composition and structure of Council. Prospective candidates are invited to consult the IUCN Council Handbook, the Code of Conduct for IUCN Councillors as well as the IUCN Statutes and Regulations.
IUCN COMMISSION CHAIRS
ELECTION, ROLE AND FUNCTION

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented below to guide the nomination process and Council’s Nominations Committee.

1. Election

The Chairs of the IUCN Commissions are elected by the World Conservation Congress. Regulation 34 to the IUCN Statutes provides the following guidance:

“Nominations for election to the office of Chair of each Commission shall be made to each ordinary session of the World Congress by the Council after considering proposals made by Members in Categories A, B and C, and by the members of that Commission. The nominations shall take into account the need to ensure that the holders of these offices are of the highest professional calibre and, as a whole, come from a diverse range of Regions.”

Guidance for nomination of Commission Chairs

The nomination process for Commission Chairs should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment. It should also contribute to promote a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people representation.

2. Terms of Office

The terms of office of the Chairs of Commissions extend from the close of the ordinary session of the World Conservation Congress at which they are elected, until the close of the next ordinary session of the World Conservation Congress.1 (Statutes, 41)

The Chairs of Commissions, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, 42)2

3. Responsibilities of Commission Chairs

General
   (a) To serve first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN’s governance, financial management and programme as well as guidance on the overall development and implementation of the Union’s world-wide policies and programmes in the period between sessions of the World Conservation Congress;

Specific
   (b) To provide strategic, creative, dynamic and visionary leadership for the activities of the Commission to enable it to fulfill their functions as defined in article 75 of the Statutes and their mission as defined in the mandate adopted by the World Conservation Congress and contribute its part of the IUCN Programme and in the One Programme Approach.

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1 Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.

2 Article 42 of the IUCN Statutes: “Members of the Council shall not hold the same office consecutively for more than two full terms. For the purpose of this Article, the time served to fill the balance of the term of a Council member following a vacancy occurring in Council, shall not be counted.”
(c) To serve as the lead representative for the Union in the substantive field of expertise of the Commission.

(d) To maintain and motivate a network of Commission members and be responsive to their inquiries and concerns.

(e) To ensure the work of the Commission is well organized and effectively managed.

(f) Within the preceding, to ensure that the Commission works closely with the other IUCN Commissions, IUCN’s membership, its National and Regional Committees and the Secretariat to further the objectives of IUCN and its integrated programme.

(g) To raise financial resources, supplementary to the budget of the Union’s Secretariat for the activities of the Commission, in close coordination with the Strategic Partnerships Unit, the Regional Programmes and other thematic programmes of the Secretariat.

(h) To represent the Commission at national and international fora directly related to the implementation of the Commission’s programme of activities.

(i) To propose to Council, a candidate for appointment as Deputy Chair of the Commission and candidates for membership of the Commission Steering Committee taking into account gender, regional balance, and the inclusion of the youth and indigenous people.

(j) Be responsible for the appointment or re-appointment of the members of the Commission and the assessment of their performance.

(k) To ensure effective and accountable management of all Commission funds and appropriate reporting to Council and Commission members.

(l) To present a written report at each ordinary or extraordinary session of the World Congress and to report regularly to Council through written and oral reports, as requested, but not less than once a year.

(m) To carry out other duties and responsibilities as provided for in the Statutes.

4. Qualifications and requirements

Commission Chairs should have the following attributes:

**General**

(a) have previous governance/Board experience, preferably in an international organization or large regional organization

(b) be committed to conservation, equity, justice and sustainable development

(c) have a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities

(d) financial literacy

(e) commit to serve Council in one of its standing committees

(f) have the capacity to work in English and if possible, at least one of the other official languages of IUCN

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3 These qualifications and requirements are completed by additional commission-specific qualification criteria (attached herewith as Appendix A), which the Steering Committee of three Commissions (WCEL, WCPA and CEM) have adopted in accordance with Regulation 30bis and the Procedure for the in-Commission selection process of candidates for Commission Chair approved by Council in March (C/96/16 - Annex 9).
(g) gender equity and regional diversity must be taken into consideration in presenting candidates

Specific
(h) outstanding, widely respected expert within the work of the Commission
(i) good knowledge of IUCN
(j) network of contacts around the world and proven networking skills
(k) practical experience within the work of the Commission
(l) ability to work across cultures, disciplines, north-south
(m) leadership qualities - able to give vision, sense of direction and inspiration
(n) effective chair of meetings
(o) proven strategic planning and organizational management skills
(p) good communicator
(q) experience with the concerned Commission

Requirements
(i) Avoid conflict of interest situations;
(ii) Serve in a personal capacity and not as a representative of State, Member organization or interest groups;
(iii) time available for the full discharge of the Commission Chair's duties as defined in Section 3 above;

Desirable
(i) Support at institutional/employment base
(ii) Experience from regional and/or international networking
(iii) Prior IUCN involvement

5. Secretariat support for the work of the Commission

Commission Chairs may expect to receive from the Secretariat, reasonable support for the work of their Commission in accordance with IUCN Regulation 81.

6. Expenses

The position of Commission Chair is a voluntary position. Commission Chairs may claim reimbursement of their travel expenses within the framework of the financial support provided by the Secretariat to the Commission and in accordance with the Council’s Policy on the Reimbursement of Travel Expenses to IUCN Councillors (Council Handbook).

7. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provide guidance on the role and responsibilities of the Commission Chairs (Section 7, §64-72). Prospective candidates are invited to consult the IUCN Council Handbook as well as the IUCN Statutes and Regulations.
Additional criteria approved by the Steering Committees of the IUCN Commissions in accordance with Regulation 30bis

World Commission on Environmental Law (WCEL)

- The candidate must demonstrate substantial contribution to advancing environmental law through WCEL for at least five years [Examples such as attending the Congress, engaging in Specialist Group, and contributing to the work of the Commission in other ways], and
- In professional and legal work, the candidate has made a recognized contribution to environmental law. [The 1st and 2nd criteria are cumulative - have to show both (not alternative)]
- Willingness and ability to invest substantial time (at least 16 hours a week, on average) to be Chair of the Commission, including preparing for, attending, and managing WCEL participation in two Council meetings a year, four Steering Committee meetings a year, the WCEL Congress, and the IUCN World Conservation Congress.
- Knowledge and experience of fundraising and proven capacity to raise funds or in-kind contributions.
- Demonstrated record of organizing events, colloquia, technical meetings, projects, and activities.
- Established record that demonstrates strong and recognized commitment to nature conservation values, ecological ethics, and professional integrity.

Commission on Ecosystem Management (CEM)

Criteria for selection of candidates for Chair of the Commission:

- Candidates for the position of Chair should confirm that they would have sufficient time and financial resources to perform the responsibilities of the Chair of the Commission (See application procedures below).
- In addition, candidates should:
  A. Be an active member of the Commission, an outstanding, widely respected expert within the work of the Commission, and practical experience within the work of the Commission;
  B. Have knowledge and/or experience that qualifies them to lead the Commission, with particular attention to:
     1. High-level scientific work and expertise in the range of activities supported by the Commission,
     2. IUCN’s structure and process as well as international organizations’ procedures and remits,
     3. Inclusive leadership (strategic planning and organizational management skills) and transparency in actions/communication (able to give vision, sense of direction and inspiration);
  C. Be aware of the political requirements of the position;
  D. Be effective chair of meetings
  E. Have experience in leading and motivating a volunteer network to harness and optimize the contributions of a largely volunteer organization;
  F. Understand the Commission’s work and how it contributes to IUCN’s “One Programme” Charter;
  G. Have a network of contacts around the world and networking skills
  H. Be good communicator and experienced at communicating with broad-based scientific networks and ability to tell the Commission’s story to a wide variety of audiences;
  I. Have the ability to work across cultures, disciplines, north-south
J. Have the time available for the full discharge of the Commission Chair's duties and institutional support for the discharge of the Commission Chair’s duties (see Appendix)

K. Have the capacity to work in English and if possible at least one of the other official languages

**World Commission on Protected Areas (WCPA)**

- Experience and standing in a specific area relevant to protected areas such as planning, management, science or policy
- Strong knowledge and experience of protected area policy at international level
- Preferably some experience in both developed and developing nations

**Commission on Environmental, Economic and Social Policy (CEESP)**

The Commission does not have additional criteria.

**Species Survival Commission (SSC)**

The Commission does not have additional criteria.

**Commission on Education and Communication (CEC)**

The Commission does not have additional criteria.
THE REGIONAL COUNCILLORS OF IUCN
ELECTION, ROLE, FUNCTION AND QUALIFICATIONS REQUIRED

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented below to guide the nominations for Regional councillors.

1. Election

The IUCN Regional Councillors are elected by the World Conservation Congress following the provisions of the IUCN Statutes, Article 39 and the IUCN Regulations 36 to 40. There shall be twenty-eight Regional Councillors. The number of elected Councillors for each Region shall be as follows: four (4) for Africa; four (4) for Meso and South America; three (3) for North America and the Caribbean; five (5) for South and East Asia; three (3) for West Asia; three (3) for Oceania; three (3) for West Europe, and three (3) from East Europe, North and Central Asia.

Guidance for nominations of Regional Councillors
Nominations should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment and also contribute to promoting a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people.

2. Terms of Office

The terms of office of the Regional Councillors shall extend from the close of the ordinary session of the World Conservation Congress at which they are elected, until the close of the next ordinary session of the World Conservation Congress. (Statutes, Article 41)

The Regional Councillors, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, Article 42)

3. Responsibilities and roles of Regional Councillors

General
(a) As members of Council, Regional Councillors serve first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN’s governance, financial management and programme as well as guidance on the overall development and implementation of the Union’s world-wide policies and programmes in the period between sessions of the World Conservation Congress;

Specific
(b) Within the above parameters, Regional Councillors provide input to the Council on the interests, priorities and needs of the IUCN Members, including the Members from their region;

(c) Regional Councillors act as IUCN’s ambassadors, working with the President and Director General to advance the Vision, Mission and interests of the Union and to promote its services within the Region;

(d) Regional Councillors serve as key contact points in the Region to facilitate the work of the Council, the Director General and Secretariat, members of Commissions and IUCN Members, promoting the One Programme Charter which calls upon the

1 Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.
constituent parts of the Union to work together to implement the IUCN Programme collaboratively;

(e) Working actively with IUCN Regional and National Committees, IUCN Regional Offices and Members, Regional Councillors assist in promoting the work of the Union.

(f) To carry out other duties and responsibilities as provided for in the Statutes;

(g) Assisting Council and the Director General and the Secretariat in evaluating advice from, and working with, the membership in the Region;

(h) Reporting to Members on Council deliberations;

(i) Consulting the membership on issues to be discussed in the Council and conveying their opinions to Council;

(j) Developing and maintaining regular contact with the IUCN Members in the Region, individually and through the Regional and National Committees, to keep them informed on the work of IUCN globally and in the Regions;

(k) Participating in meetings of IUCN National and/or Regional Committees, other regional fora and gatherings of Members from the Region;

(l) Promoting the Mission of the Union, fostering public awareness, and encouraging development of the membership in the Regions;

(m) Facilitating communications between members of IUCN Commissions in the Region and IUCN Members and IUCN Offices;

(n) Maintaining regular contact with their IUCN Regional and Country Offices and their designated Secretariat Focal Point within the Region;

(o) Identifying persons and organizations within the Regions who could contribute to the work of the Union;

(p) Responding to correspondence and requests for advice from IUCN Members, regional Commission representatives and members of the IUCN Secretariat;

(q) Representing IUCN at national and international meetings in coordination with the Director General and IUCN Regional and Country Offices;

(r) Assisting in fundraising for IUCN, both globally and within the regions.

4. Qualifications for the Post

Councillors should have the following attributes:

**General**

(a) previous governance/Board experience, preferably in an international organization or large regional organization

(b) commitment to conservation, equity, justice and sustainable development

(c) a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities

(d) financial literacy

(e) commitment to serve Council in one of its standing committees

(f) the capacity to work in English and if possible, at least one of the other official languages of IUCN
(g) gender equity and regional diversity must be taken into consideration in presenting candidates

Specific
(h) outstanding, widely respected individuals;
(i) experience working at regional or international level;
(j) capacity for guiding development of the Union’s policies between sessions of the World Conservation Congress;
(k) competency in one of the key areas of Union development and oversight.

Desirable
(i) Support at institutional/employment base
(ii) Experience from regional and/or international networking
(iii) Prior IUCN involvement

Requirements
(i) Avoid conflict of interest situations;
(ii) Serve in a personal capacity and not as a representative of State, Member organization or interest groups;
(iii) Able to devote substantial time to the Union (1 to 2 Council meetings per year; preparation; participation in Committees and Task Forces throughout the year; regional duties and communications with Members as detailed under Section 3 above. Cumulatively this is at least six weeks of work per year).

5. Expenses

The position of Regional Councillor is a voluntary position. Regional Councillors may claim reimbursement of their travel expenses in accordance with the Council’s Policy on the Reimbursement of Travel Expenses to IUCN Councillors (Council Handbook).

6. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provide guidance on the role and responsibilities of Council, its composition and structure. Prospective candidates are invited to consult the IUCN Council Handbook as well as the IUCN Statutes and Regulations.
IUCN Council’s Guidance for 2020 Election Candidates

(Approved by decision C/76/40 of the 76th Meeting of the IUCN Council, May 2011; revised by decision C/85/8 of the 85th Meeting of the IUCN Council, May 2015 and decision B/XVI of the Bureau of the IUCN Council, 1 July 2019)

IUCN seeks to attract candidates with the necessary competencies, profile and ability to represent the interests of the Union in order to provide effective governance including oversight, strategic direction, and policy guidance between sessions of the World Conservation Congress.

Council members have a fundamental obligation to serve IUCN with diligence and integrity. This obligation extends to candidates for election to the offices of IUCN to ensure good governance practices in the elections process. The following guidance is intended to serve this purpose.

1. In undertaking their election campaign activities, candidates are to conduct themselves with integrity and with respect and fairness towards the opposition candidates and their colleagues.

2. In their campaigning activities, candidates are encouraged to demonstrate restraint in respect of the resources they use and allocate available resources in the first place to conservation purposes. Candidates should prefer to communicate about their candidacy by electronic means instead of postage or printed materials. However, they shall also not abuse email addresses of IUCN members through excessive communications.

3. In conducting their election campaign activities, candidates are to refrain from making untruthful representations about their qualifications and/or their opponents’ qualifications for the office sought.

4. Candidates must avoid taking advantage of functions, trips, events and activities that he/she may be carrying out on behalf of IUCN for the purpose of enhancing his/her chances to be elected. This relates in particular to incumbent Council members, Commission members or members of staff nominated for a Council position in the use of resources that may have been placed at his/her disposal for the purpose of carrying out those functions or activities.

5. All campaign activities are to end on the date and time which the Congress Steering Committee will establish and announce during the 2020 Congress, in order to allow for a voting process that is fair, smooth, and free of any manipulative activity, real or perceived. In particular, candidates shall refrain from arranging or endorsing the dissemination on their behalf of any flyers or other campaign support information or materials following the closing date and time for campaign activities.¹

6. A member of Council who intends to present his/her candidacy for the office of President will inform Council at the latest during the meeting of the IUCN Council referred to in Regulation 30 which considers the nominations. (In the 2016-2020 inter sessional period, this will be the 98th meeting of the IUCN Council²)

¹ Date to be established, taking into consideration that campaigning (a) must be allowed up to a certain date at the Congress venue in order for candidates to have the opportunity to meet with and get known by Members, but (b) must come to a halt at least on the eve – e.g., midnight – of election day, in order to allow for a voting process that is fair, smooth, and free of any activity that is – or may be perceived to be – unfair to other candidates.

² The 98th Meeting of the IUCN Council is scheduled for 8 to 11 February 2020.
7. Candidates who are a member of the IUCN staff will notify the Director General of his/her intention to run for Council office before the deadline for nominations. As a position on the IUCN Council is incompatible with a position in the IUCN Secretariat, the staff member’s notification to the Director General will include the confirmation that, should he/she be nominated, his/her employment contract with IUCN will end at a date agreed with the Director General, which will not be later than the date recommended by the Nominations Committee of Council or by the Election Officer in the case of candidates for Regional Councillor.

8. Candidates undertake to observe and uphold a free and fair process in their participation in all phases of the nominations and election process.

9. Candidates shall disclose in writing to the Congress Nominations Committee any actual or potential conflict of interest to which his/her candidacy might give rise.

10. This Guidance is issued and shall be interpreted pursuant to Council’s procedure on “Additional requirements for Nomination to Council and guidance for election candidates.”

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3 Deadline for nominations is 11 December 2019 at 13:00 GMT/UTC (decision C/96/9 of the 96th meeting of the IUCN Council, March 2019).

4 Approved by decision B/XVI of the Bureau of the IUCN Council, 1 July 2019.
ADDITIONAL REQUIREMENTS FOR NOMINATION TO COUNCIL
AND GUIDANCE FOR ELECTION CANDIDATES

(Approved by the IUCN Council at its 76th Meeting in May 2011, Decision C/76/40, and endorsed by the IUCN Council at its 85th Meeting, May 2015, Decision C/85/8; revised by the Bureau of the IUCN Council, decision B/XVI, 1 July 2019)

A. Introduction

In view of issues that arose during the quadrennium that ended with the 2008 Barcelona Congress, and in order to address those issues and otherwise contribute to the integrity, effectiveness and efficiency of the nominations and election process (the “election process” or “process”), the following guidance has been developed by Council. It aims to ensure good governance practices in the election process and to guide the various persons and functions involved in that process, including the following:

- The Nominations Committee of Council
- The prospective and actual candidates
- The Director General

B. Additional requirements for nomination to Council functions

1. Eligibility when Secretariat staff members intend to apply for Council office:

a. Candidates who are a member of the IUCN staff will notify the Director General of his/her intention to run for any Council office before the deadline for nominations. As a position on the IUCN Council is incompatible with a position in the IUCN Secretariat, the staff member’s notification to the Director General will include the confirmation that, should he/she be nominated, his/her employment contract with IUCN will end at a date agreed with the Director General, which will not be later than the date recommended by the Nominations Committee of Council or by the Election Officer in the case of candidates for Regional Councillor.

b. The Director General will as soon as possible transmit to the Nominations Committee, or to the Election Officer in the case of candidates for Regional Councillor, the staff member’s notification of intention to run for Council. In this transmittal, the DG will set forth the proposed terms and conditions for the continued employment of the staff member up to the effective end date of the employment contract, which the Director General will tentatively agree with the staff member and other relevant staff.

c. The Nominations Committee/Election Officer in cooperation with the Director General will determine as soon as possible the date by which the employment contract shall be ended at the latest, taking into account all relevant facts and circumstances in each case.

2. Additional requirements when members of Council (other than the current President) intend to apply for the office of President

1 The following additional requirements for nomination to Council have proven their effectiveness during the 2012 and 2016 nominations and elections process. However, in order to strengthen the status of the additional requirements and ensure they are implemented also after the nominations will have been made, Council may consider whether to incorporate them in the Statutes as eligibility criteria.

2 Deadline for nominations is 11 December 2019 at 13:00 GMT/UTC (decision C/96/9 of the 96th meeting of the IUCN Council, March 2019).
a. A member of Council who intends to present his/her candidacy for the office of President will notify the Nominations Committee in writing of such intention before notifying any IUCN Members, Council members or Secretariat member. He/she will do so at the latest during the meeting of the IUCN Council referred to in Regulation 30, which decides on the nominations to be put forward to Congress (in the intersessional period 2016-2020 this will be the 98th Meeting of Council to be held in February 2020). Such a member of Council will be expected to:

i. Disclose in writing to the Congress Nominations Committee any actual or potential conflict of interest to which his/her candidacy might give rise.

ii. Avoid taking unfair advantage of functions and activities that he/she may be carrying out on behalf of Council or any other component of IUCN, including the use of resources that may have been placed at his/her disposal for the purpose of carrying out those functions or activities, for the purpose of enhancing his/her chances of prevailing over the opponent(s).

C. Guidance for all candidates during the nomination and election campaign process

Appendix A\(^3\) provides a Guidance document for candidates which will form part of the nomination papers and which shall be signed by each candidate as a requisite step for his/her nomination.

\(^{3}\) Approved by the Bureau of the IUCN Council, decision B/XVI, 1 July 2019
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<th>Organisation name</th>
<th>Acronym</th>
<th>IUCN Statutory State</th>
<th>Website</th>
<th>Member Category</th>
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applications submitted by 30 June 2019

applications submitted by 31 March 2019

application submitted by 31 Dec. 2018 & approved by e-mail correspondence in Sept. 19 (not in 97th Council decision)
Finance and Audit Committee of the 2020 World Conservation Congress

Terms of Reference

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

The responsibility of the Finance and Audit Committee of the 2020 Congress may include matters related but not limited to the following financial and audit aspects of the Union:

1. present their recommendation on the approval of the audited financial statements during the Intersessional period 2016-2020
2. present their recommendations on the approval of the financial plan of 2021-2024 including a long-term financial strategy as well as the appointment of the external auditors
3. advise and propose appropriate action on any financial issue that may arise during the plenary
4. comment on the implications of the motions submitted to Congress for decision in relation to the Financial Plan approved by Council.

To fulfil this responsibility, the committee shall:

a) examine the audited financial statements and reports of the external auditors for the years 2016, 2017, 2018 and 2019, and the estimates for 2020, together with the Report of the Director General and Treasurer on the Finances of IUCN in the Intersessional Period 2016–2020;

b) examine the Financial Plan for the period 2021–2024 and any matters related to membership dues;

c) consider the reports of the Council and of its Finance and Audit Committee;

d) evaluate the recommendation made by the Council regarding the appointment of the external auditors;

e) consider any other matters of finance or financial and operational procedures referred to the Committee by the plenary session or by the Steering Committee;

f) advise the Congress on the outcome of these considerations, and to propose action as appropriate;

h) coordinate with the Programme Committee, the Credentials Committee and the Resolutions Committee when preparing their report to the 2020 Congress;

i) Make recommendations to the next Council for improving the committee’s role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council’s guidance for self-evaluation.

1 The World Congress shall establish Steering, Resolutions, Credentials and Finance and Audit Committees and such other committees as it may consider necessary for the conduct of its business, and shall define their terms of reference.
Governance Committee of the 2020 Congress

Terms of Reference

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

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

a. assist the Resolutions Committee of Congress with the implementation of Rule 56 (a) and (e) of the Rules of Procedure with specific reference to governance related motions;

Rule 56 states that:

(a) The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members’ Assembly, be deferred to the next World Congress.

[...]

(e) The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

b. advise, consult with and facilitate discussion among IUCN Members, representatives of IUCN Commissions, and representatives of IUCN National and Regional Committees participating in the IUCN World Conservation Congress on the objectives and content for proposed governance reforms as set out in the Report of the IUCN Council on Governance Reforms and Proposed Amendments to the Statutes and Rules of Procedure;

c. assist Congress by taking note of comments from the Membership on governance reform proposals coming from the floor or raised in Congress workshops;

d. consult with Members or groups of Members who wish to discuss governance matters which they have been unable to address in Plenary, and facilitate contact groups on motions related to governance as may be scheduled by the Resolutions Committee;
e. as appropriate, propose specific adjustments to the proposed governance reforms based on the discussions with Members and the governance contact groups;

f. in preparing its report, the Committee will coordinate with the Resolutions Committee and the Credentials Committee; and

g. make recommendations to the next Council for improving the committee’s role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council’s guidance for self-evaluation.
Programme Committee of the 2020 Congress

Terms of Reference

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

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

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

“Members shall be invited to submit proposals to modify the draft IUCN Programme and proposals regarding the mandates of the IUCN Commissions, online, at the same time as they are invited to submit motions in accordance with Rule 49. Discussion of the draft Programme or proposed mandate of a Commission shall take into consideration any motion or part of a motion affecting these documents, and all such motions shall be dealt with as proposed amendments to the Programme or mandate. All such motions shall be remitted by the Motions Working Group or the Resolutions Committee to the session of the World Congress that considers the Programme and mandates of the Commissions. The sponsors of these motions shall be advised of this action.”

b. assist Congress by taking note of comments from the Membership on the Programme of the Union, as expressed from the floor;

c. consult with Members or groups of Members who wish to discuss programmatic matters which they have been unable to address in Plenary;

d. if necessary, propose specific adjustments to the draft Programme for 2021–2024 or the mandates of any Commission;

e. if necessary, prepare recommendations for adoption by the Congress;

f. in preparing its report, the Committee will coordinate with the Congress Resolutions Committee and the Finance and Audit Committee;

g. Make recommendations to the next Council for improving the committee’s role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council’s guidance for self-evaluation.
Resolutions Committee of the 2020 Congress

Terms of Reference

The Resolutions Committee will be established by the Congress and reports to the Steering Committee. It shall include the members of the Motions Working Group appointed by the Council, as per Rule 20.

The Resolutions Committee manages the motions process at the Congress.

More specifically, the Resolutions Committee is responsible for:

1. Managing motions referred to the Congress by the Motions Working Group. This includes:
   a. receiving proposed amendments to motions, and decide whether an amendment is in order and ensure that the process described in Rules 59 to 62 is duly followed;
   b. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62);
   c. presenting to the Congress Steering Committee the appeals filed by Members against decisions made by the Motions Working Group (Rule 55);
   d. organizing and managing contact groups and consider the reports from the contact groups before presenting the text to the plenary (Rule 56);
   e. proposing that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members’ Assembly, be deferred to the next World Congress [Rule 56 (a)];
   f. for issues that prove hard to resolve in contact groups, setting up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments [Rule 56 (d)]; and
   g. keeping track of motions, including those which have an impact on the Programme (Rule 51).

2. Managing motions submitted during Congress. This includes:
   a. receiving motions submitted during Congress within the deadline defined in Rule 53;
b. verifying whether submitted motions meet the statutory requirements and circulating them to delegates in accordance with Rules 52, 53 and 54;

c. deciding which motions will be put to vote at the Congress and which will first be discussed in *ad hoc* contact groups (Rule 56);

d. receiving proposed amendments to motions, and deciding whether an amendment is in order and ensure the process described in Rules 59 to 62 is duly followed;

e. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62);

f. forwarding through the Programme Committee any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions of the World Congress that consider the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action (Rule 51); and

3. Making recommendations to the next Council for improving the committee’s role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council’s guidance for self-evaluation.
Procedural Advisor of the 2020 World Conservation Congress

Terms of Reference

Purpose

With the purpose of ensuring the smooth running of the Members’ Assembly, give advice to the Chair of the sittings of Congress and, at the Chair’s request, to the Members’ Assembly with regard to the conduct of the Members’ Assembly.

Before Congress

- Prepare, or review for approval, a detailed written brief for, and facilitate professional briefing sessions for the IUCN President and the IUCN Vice-Presidents whom the President may request to chair sittings, or parts of sittings of the Members’ Assembly, on the essential procedural rules and best practices in the conduct of the Members’ Assembly;
- Consult with the IUCN President, the IUCN Director General, the IUCN Legal Adviser, the Congress Election Officer and the Secretariat’s Members’ Assembly Manager, as appropriate, in view of achieving a consistent interpretation of the statutory texts with regard to procedural matters while enabling to move forward the business of the Members’ Assembly.

During the Congress

- Be permanently available during all sittings of the Members’ Assembly to give advice, at her/his initiative or upon request, to the Chair of the sittings and, at the Chair’s request, directly to the Members’ Assembly with regard to the conduct of the Members’ Assembly. At the Chair’s request, this may entail being seated on the podium beside the Chair;
- Be available for advice on procedural matters to other responsible Congress officers or the Secretariat. Such requests for advice will as much as possible be coordinated by the Secretariat’s Members’ Assembly Manager;
- Attend, and give procedural advice to the Chair of the meetings of the Congress Steering Committee;
- At the request of the relevant Chair and with the agreement of the IUCN President, attend and give procedural advice to the Chair of other subsidiary bodies of the Congress provided such meetings do not run in parallel with the sittings of the Members’ Assembly;
- Consult with the IUCN President, the IUCN Director General, the IUCN Legal Adviser, the Congress Election Officer, the Chair of the World Commission on Environmental Law and the Secretariat’s Members’ Assembly Manager, as appropriate, in view of achieving a consistent interpretation of the statutory texts with regard to procedural matters while enabling to move forward the business of the Members’ Assembly.

After the Congress

- Participate in an evaluation of the role of the Procedural Adviser, recording the ‘lessons learnt’, including recommendations to modify the Rules of Procedure of the Congress and to update the ToR for this position for future Congresses.
Profile

- Legal background
- Good understanding of the dynamics, conduct and procedures of past Members’ Assemblies
- Experience with the rules and practice of large international (intergovernmental) meetings (parliamentary procedure) to complement the application of the Rules of Procedure of the World Conservation Congress
- Understanding of IUCN Statutes, election and motions processes
- Ability to explain complex matters, verbally and in writing, in a simple and accurate way
- Results orientation: seeks solutions to procedural matters that advance the business of the Members’ Assembly, with respect for the rules and without taking sides in controversial matters
- Ability to stay calm and courteous while working under pressure
- Demonstrate self-confidence and respect for all parties engaged in what may be sensitive or controversial matters
Revision of the Performance Commitment for IUCN Councillors

REQUIRED ACTION:
The Governance and Constituency Committee is invited to make a recommendation to Council on the proposed modifications of the Councillors’ Performance Commitment requested by Council decision C/96/26.

Background

In April 2018, the Legal Adviser has presented to the FAC the requirements of EU General Data Protection Regulation (GDPR) coming into force on 25 May 2018, how it impacts IUCN and actions being taken to ensure compliance.

This EU regulation explains how personal data should be processed. GDPR brings significant changes to: extended territorial scope as it includes processing personal data of persons who are in the European Union or of European citizen outside of the European Union, new and enhanced rights for individuals, increased regulatory powers and sanctions, transparency and express consent and mandatory data breach notification to authorities. The potential risks of not adhering to the GDPR include; regulatory, reputational, financial: € 20 Million maximum or 4% or company annual turnover (per case) and legal (claims) (extract of the FAC report to Council, April 2019, FAC 12).

After having rolled out implementation measures at the level of the Secretariat and trained the Commissions Chairs on importance of complying with data protection at the level of the Commissions it is now time to raise awareness about the matter to Council members (see Update on General Data Protection Regulation (GDPR) implementation, Document FAC 67/5.2).

Why does IUCN have an IUCN data protection Policy and what does it cover?

IUCN is committed to safeguarding and protecting Personal Data of private individuals. IUCN is aware of the risks involved, and of the importance of having appropriate data protection standards in place.

In the scope of its mission, which consists of influencing, encouraging and assisting 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 needs to gather and use certain information about individuals. These can include IUCN Members, Council and Commission members, donors, suppliers, business contacts, visitors to IUCN building, employees and other people the organization has a relationship with or may need to contact.
Safeguarding the Personal Data of all these persons is an essential aspect of protecting people’s lives, integrity and dignity. The Processing of Personal Data touches all areas of IUCN’s activity, whether operational or administrative.

The IUCN Data Protection Policy describes the principles to be followed when Processing Personal Data. It also describes how these principles should be implemented and what needs to be done in case of a Data Transfer and Personal Data Breach event in order to comply with reporting requirements.

The aim of the Policy is to a) comply with national and international data protection laws and regulations, b) protect the rights of data subjects c) protect IUCN from the risks of Data Breach, and d) protect IUCN from undesired legal sanctions which may include hefty fines.

What is Personal data?

Personal data is any information that relates to and enables a person ("data subject") to be identified such as a name, address, email address, an identification number, IP address, an online identifier, biometric data, cookies etc.

How does data protection and privacy affect Council member in their function?

Data protection and privacy applies to Council members when they use personal data in the course of their functions as IUCN Council members. In particular, in order to participate in IUCN work and be part of IUCN’s network Council members agree that their information may be used and shared within IUCN and further they agree to respect other people’s personal data. Council members also need to ensure that the systems they use when handling personal data are compliant. Non-compliance can have severe consequences for IUCN and also Council members depending on the jurisdiction; violations can lead to substantial civil and criminal liability.

FAC recommendation and Council decision

Compliance is key to the role as Council Member and this is why the FAC has recommended that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy, which was approved by Council in March 2019 as follow:

Council decision C/96/26:

The IUCN Council,

on the recommendation of its Finance and Audit Committee,

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.

And the following extract from the FAC report to Council (March 2019):
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.”

Proposal

The proposed amendments to Council Performance Commitment Form are attached. Since the Council has already committed to comply with all applicable laws, regulations and policies of IUCN relating to Council members, the proposal is simply to add an express reference to the IUCN Data Protection Policy. The aim is to raise awareness about the obligation to comply with this Policy and record such a commitment, which is required under GDPR.

In order to help Council members familiarize themselves with important data protection principles applicable in the course of fulfilling their mandate established by the IUCN Statutes, Council members will receive soon after this Council meeting a Data Protection Guidelines for Council with a non-exclusive list of Do’s and Don’ts with concrete examples. The purpose of these guidelines is to raise awareness and understanding of both the applicability and the impact that data protection has on the work that Council members undertake in their function and ensure compliance.
Performance Commitment for IUCN Councillors

(Approved by the IUCN Council at its 94th meeting, May 2018, C/94/19)

(To be read by each candidate accepting a nomination to become a member of the IUCN Council. All elected and appointed Councillors are invited to sign this commitment at the time of their nomination or appointment.)

Background

The IUCN Council is taking steps to improve the effectiveness and efficiency of its governance system. Effective members of Council are a critical part of the IUCN governance system. One of the steps being taken to ensure an effective Council is to strengthen the nomination process for Councillors to ensure that criteria and expectations of what it means to be an IUCN Councillor are clear when nominations are accepted, and that Councillors make a commitment to fulfil these criteria.

The following Commitment sets out a minimum level for your participation and input to the work of the IUCN Council. Your commitment as a member of the IUCN Council is to be seen in the broader context of the overall role of the IUCN Council as set out in Articles 37–65 of the IUCN Statutes.

Performance Commitment

As a duly elected member of the IUCN Council, I agree to do my best to fulfil my duties as an individual Council member. These are to:

1. **Participate fully in the work of the Council**, by
   a) taking part in official Council meetings as notified by the Secretariat at least one month in advance. This may include physical attendance or video- and teleconferencing;
   b) providing meaningful responses to official Council communications requesting comments and inputs to such Council matters as minutes, committee proposals and decisions on any matters on the Council agenda;
   c) participating in subcommittees and Task Forces of the Council, whether as assigned by the President or on a voluntary basis; and
   d) duly engaging in Council’s role to set strategic direction and exercise oversight of IUCN bestowed upon me by IUCN Members as provided in the Statutes and Regulations.

If, for any reason, I am not able to attend duly notified Council meetings for a prolonged period of time (three consecutive Council meetings) or to participate by some other means (telephone, email) to the satisfaction of the Bureau of Council, I agree to step down from my position as Council member and to allow the Council to replace me, as provided under the Statutes (Article 64).

2. **Serve on the Council of IUCN on a voluntary basis**, receiving no financial payment for my work as a Council member, other than reasonable reimbursement of expenses incurred in carrying out my Council duties, as set out in the Statutes (Article 63).
3. **Abide by accepted codes of conduct** and duties, specifically the Code of Conduct for IUCN Councillors which forms an integral part of this Agreement. I will review and avoid any potential conflict of interest and each year submit the conflict of interest disclosure form to the Ethics Committee of Council.

4. **Comply with all applicable laws, regulations and policies of IUCN** applicable to Council members, in particular the IUCN Data Protection Policy.

5. **Respect the confidentiality of all information**, which are confidential by nature (e.g. because they include personal data) or have been declared to be confidential by the Council, received by me in any medium, including verbal, electronic or written.

6. **Remain accountable to the constituency of IUCN** – the membership.

7. **Acknowledge that**, if I am not able to fulfil these obligations as a Council member to the satisfaction of the Council, **Council has the right to suspend and expel me** subject to Article 64 and Article 65 of the Statutes, and to find a suitable replacement for me on the Council of IUCN.

Name of the IUCN Council member

Signature of IUCN Council member

Date
The IUCN Council,

On the recommendation of the Bureau of the IUCN Council (decision B/..) pursuant to Council decision C97/3;

1. Approves the Management Response to the Review of Aspects of IUCN’s Governance – 2019; (Appendix)
2. Requests the relevant entities to implement the actions whose responsibility has been assigned to them within the time indicated in the Management Response;
3. Decides that the Council Handbook be modified to incorporate the actions presented in the Management Response for implementation before the 98th Council meeting and requests the Secretary to Council to issue the Council Handbook as revised by the end of January 2020;
4. Requests the entities mentioned in the Management Response as “responsible” for the actions to be presented for Council’s consideration at its 98th meeting in February 2020 (highlighted in blue colour), to make their proposals available to Council if possible two weeks in advance of the Council meeting (i.e. by 24 January 2020);
5. Requests the entities mentioned in the Management Response as “responsible” for the actions to be presented for the Bureau’s consideration, by email correspondence or conference call, before the 2020 Congress (highlighted in green colour), to prepare proposals by 1 May 2020;
6. Recommends the next Council 2020-24 to implement the actions presented for implementation during the next quadrennium;
7. Thanks Council’s Working Group to prepare the management response to the external review of IUCN’s governance and the Secretariat for their diligent work.
Management Response to the Review of Aspects of IUCN’s Governance - 2019

IUCN welcomes the overall findings and recommendations of the Review of Aspects of IUCN’s Governance (henceforth “the Review”) conducted by Stewardship and Governance Associates (SGA). The Union appreciates the recognition of the “important assets which strengthen its governance capability, namely a high degree of commitment and energy that Councillors and staff, as well as Members, bring toward fulfilling IUCN’s mission” and believes that these attributes makes it well-placed to take on the recommendations of the Review.

IUCN is inspired by the Review’s use of the Four Pillars of Good Governance framework and the Four Areas of Governance Failure to analyze the governance fabric of IUCN in a systematic and comprehensive manner and to diagnose potential areas of vulnerability of and risk for IUCN. In combination, these insights provide a comprehensive framework to improve the resilience of the organization. IUCN is determined to apply this framework to achieve governance excellence through strengthening people quality, focus and dedication, developing effective structures and processes including strategic and risk analysis processes, advancing the appropriate information architecture, fostering healthy group dynamics, and ensuring enabling institutional culture and integrity.

IUCN acknowledges the Review’s assessment of governance risk to be at a critical level. By periodically commissioning governance reviews and continuously implementing governance improvements under the leadership of the IUCN Council’s Governance and Constituency Committee, IUCN has sought to reshape its governance to align with a rapidly changing institutional environment, increasing expectations from stakeholders and the aspirations for the Union. This Management Response will further demonstrate IUCN’s commitment and dedication to achieving governance excellence and to reducing the key vulnerabilities in IUCN’s governance. IUCN undertakes to periodically review its governance and responses set out in Annex 1 against best practice and to improve and/or modify it as required.

IUCN acknowledges and supports the importance the Review places on people and, in particular, the need to clarify performance standards of Council members. IUCN has already started implementation of the Review’s recommendations aimed at reinforcing the composition of the Council, improving the readiness of Councillors and strengthening accountability of Councillors. Further, IUCN will develop comprehensive education and induction programs for Councillors joining the new Council regarding the strategic process, including deepening understanding of the strategic role required of Council members, and ensure that this is part of the regular council onboarding processes.

In tandem with this concern with performance standards, the Review emphasizes the critical nature of processes that enable Council be more effective in carrying out its roles and responsibilities, in particular in relation to strategic leadership and risk analysis. IUCN acknowledges the opportunities identified by the Review to reinforce structures and processes of IUCN and agrees it is critically important to ensure strategic alignment and ownership, among the different bodies of IUCN, as well as a clear delineation of
roles and responsibilities, strengthening of accountability and enhancing trust. Further, IUCN is committed to establishing an effective leadership succession plan, reinforcing the structural independence of the ethics and oversight functions, and establishing a whistleblowing policy and an ethics hotline.

Furthermore, IUCN sees a strong opportunity for the Council to design an internal information package that speaks to the strategic questions and risks Council must address in its strategic and oversight roles. In addition, to obtaining external information, the Council will leverage the Union, in particular the network of Regional and National Committees, to gather external insights.

IUCN endorses the Review’s recommendations to strengthen group dynamics and institutional culture, and in particular to proactively support and build transparent communications, accountability, trust and alignment of practice with best governance standards in decision making in IUCN.

IUCN acknowledges the critical importance of strengthening relationship with its membership, as identified in the Review. IUCN is ready to begin implementing its new membership strategy from early 2020. In the new intersessional period (2020 -2024) Council will continue to engage with the IUCN membership on how to better promote representation and ensure responsiveness to changing conditions, including through assessment of its membership model. IUCN believes its strength and ability to effectively deliver its mission and vision lies in its membership and maintaining its diversity.
Notes:
1. The first three columns of the table hereafter reproduce the recommendations of the final version of the Report of the External Review of Aspects of IUCN’s Governance dated 10 July 2019. The remaining four columns present the Council’s response to these recommendations.
2. The coloured lines provide an indication of the timeline for actions to be implemented as follows:

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Issue</th>
<th>Recommendation</th>
<th>Acceptance &amp; key responses and actions planned</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Current status</th>
</tr>
</thead>
</table>
| 6.1 People      | 6.1.1 Council composition / dedication of councillors | 6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings. | • Recommendation accepted and already partly implemented: the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019), and Regional Councillor candidates’ responses to the online questionnaire about requirements for the position are being published via the Union Portal as part of the current nominations process.  
• Candidates should be requested to sign a commitment and be asked in Congress why they want to become Council members.  
• A mechanism should be established to provide information to prospective candidates before they are nominated (based on the example developed by the South America Regional Committee of IUCN). | Before the next nominations process opens in 2023. (as the Rules can’t be changed during the on-going nominations process) | Next Council 2020-24 (and its GCC) | Qualifications and requirements for elected positions already adequately cover the “expectations”; Regional Councillor candidates’ responses to the online questionnaire about requirements for the position are being published as part of the current nominations process |
| 6.1.2 Lack of preparation by council members | 6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as | • Recommendation accepted.  
• At the beginning of the next term 2020-21, Council (or a Council committee or task force) should create a mechanism to map skill sets and provide training or define other mechanisms to complete missing skills.  
• The next Council should provide directions to the IUCN membership for the 2024 elections on the skill sets required for an effective Council. | Beginning of the next term 2020-21 | Before the launch of the next nomination process | Next Council 2020-24 (or a TF of GCC open to other committee members and external support) |
| 6.1.2.b Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards. | • Recommendation accepted and partly implemented as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019).  
• Actions similar to those suggested in 6.1.1 should be considered by the next Council. | 2020-24 | Next Council 2020-24 | Newly adopted (July 2019) qualifications and requirements for elected positions (ToR) already cover the time and commitment involved. |
|---|---|---|---|---|
| 6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally. | • Recommendation partly accepted as the evaluation mechanism should be independent but not necessarily carried out by an external party.  
• For the evaluation aspect, cf. 6.1.3.a  
• In addition to the qualifications/requirements for elected positions already approved, the commitments and objectives of Council members in standing committees should be better defined. This can be done by each standing committee as part of their “lessons learnt”, and approved by Council for inclusion in the Council Handbook.  
Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions. | February 2020 | Council’s standing committees, followed by Council decision | |
| 6.1.3 Lack of sufficient evaluation at the individual councillor level | 6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members’ contracts.) | • Recommendation accepted and already partly implemented as the Council Handbook, including performance tools, already cover what is recommended for a “council charter”.  
• An evaluation mechanism for individual Council members against established objectives should be studied. Cf. also 6.1.3.c. This should include:  
  o Roles/tasks of Council members in standing committees needs clarification (cf. 6.1.2.c). | Next Council 2020-24 | Council | Aspects regarding Council charter are already implemented |
3.0 The currently required written Councillor reports could be transformed as an accountability tool and distributed to IUCN Members.

- A mechanism to follow-up on the “self-assessments” (Council Handbook) should be designed. Feedback through self-assessments should be distributed to the full Council in addition to the Vice-Presidents [Regulation 48(c) (iii)].

6.1.3.b Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.

- Recommendation accepted and implemented as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019)

6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures.

- Recommendation partly accepted as the evaluation mechanism should be independent but not necessarily carried out by an external party, and performance gaps should be addressed by the President and Vice-Presidents instead of the Governance and Constituency Committee.
- Individual evaluation mechanism suitable for the voluntary position of Council member to be designed with support from the Chief HR Officer. Performance matrix need not be too detailed as objectives and indicators are to be reviewed annually. Cf. also 6.1.3.a.
- The evaluations are carried out by the President and Vice-Presidents taking into account self-evaluation and feedback.
- Performance gaps in terms of missing skills should be addressed by the President and Vice-Presidents. Cf. also 6.1.2. a.

6.1.3.d The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range

- Recommendation accepted.
- The current Council’s Finance and Audit Committee should prepare a proposal for Bureau’s approval in order to include this in its ToR.
<table>
<thead>
<tr>
<th>6.2 Information Architecture</th>
<th>6.2.1 Meeting information / Council papers</th>
<th>6.2.1.a Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.</th>
</tr>
</thead>
</table>
|                             | **Recommendation accepted.**     | Decision before the February 2020 Council meeting, for immediate implementation
|                             | **Council should take a decision requesting Secretariat and any Council committee, working group or task force, to provide the documents two weeks before the Council meeting, and that exceptions of documents made available later should be explained to Council. This rule should be included in the Council Handbook.** | Council/Bureau |
|                             | **Recommendation accepted.**     |
|                             | **Empower the Bureau to support the Council in its strategic direction and oversight functions by facilitating the decision-making process of the Council and providing guidance on the information package and analysis required to enable the Council to exercise these functions, to be implemented from 2021 onwards. This will be incorporated in the Council Handbook.** | February 2020 Council meeting
|                             | **The Bureau meets regularly with the DG and Commission Chairs to define the level and format of information and analysis required for Council to exercise its strategic and oversight functions.** | In advance of the February 2020 Council meeting
|                             | **The next Council should develop a mechanism for the provision of the relevant information and analysis in time to be implemented in 2021.** | Next Council in 2020, for implementation as of 2021
|                             | **The next Council defines which external sources of information and analysis are required for Council to exercise its strategic and oversight roles referred to in 6.2.2.a.** | Next Council in 2020, for implementation as of 2021
|                             | **Next Council** | **Next Council** |

**Annex 1 to Management Response to the External Review of Aspects of IUCN’s Governance**  
Prepared by the Council Working Group v. 2 December 2019
### 6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.

- **Recommendation accepted.**
- Councillors should have regular contacts with the Regional Committees and, to the extent they are available, also the National Committees, and the Global Group for National and Regional Committee Development, in view of articulating their insights in changes in the external environment that affect IUCN.
- The President informs the National and Regional Committees, and the Global Group for National and Regional Committee Development, requesting their cooperation for implementing this aspect of Council members’ functions.
- Already covered by the qualifications and requirement for elected positions, this aspect of the role of Council members should also be reflected in the **Council Handbook.**
- **Membership Strategy** should encourage National and Regional Committees to scan the external environment for developments affecting the IUCN and provide feedback to Council members.
- Identify the categories of information Councillors need to fulfil their roles, in the respective committees including best practice, industry standards.

<table>
<thead>
<tr>
<th>Implementation</th>
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<tbody>
<tr>
<td>Immediate implementation, prior to February 2020 Council meeting</td>
<td>Council members to raise with National and Regional Committees and the Global Group</td>
</tr>
<tr>
<td>Immediate implementation, prior to February 2020 Council meeting</td>
<td>President</td>
</tr>
<tr>
<td>February 2020 Council</td>
<td>Council to include in respective documents by February 2020</td>
</tr>
</tbody>
</table>

### 6.3 Structures and Processes

#### 6.3.1 Council agenda not sufficiently structured or focused on strategic priorities

- **6.3.1.a Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.**

- **Recommendation partly accepted because already implemented in practice.**
- The existing practice of distributing to Council for comments a preliminary agenda two months before the meeting, and of distributing a draft agenda incorporating the comments from Council members one month prior to the meeting should be formally approved by Council and codified in the **Council Handbook** with the requirement that exceptions be explained in the same way as for Council documents that are submitted late (cf. 6.2.1.a.).

<table>
<thead>
<tr>
<th>Implementation</th>
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<tbody>
<tr>
<td>By February 2020</td>
<td>Council</td>
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<tr>
<td>Already implemented in practice</td>
<td>Council</td>
</tr>
</tbody>
</table>

#### 6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to

- **Recommendation accepted.**
- The **Council Handbook** should contain guidance for presentations in Council and its committees.

<table>
<thead>
<tr>
<th>Implementation</th>
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<tbody>
<tr>
<td>Immediate implementation,</td>
<td>Already practised in Council’s</td>
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<tr>
<td>Section</td>
<td>Recommendation</td>
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<tr>
<td>6.3.2 Committee meeting structure allows too little time for proper reporting by standing committees to the council</td>
<td><strong>6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/web conference and twice in person before Council meetings.</strong></td>
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<tr>
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<td>• Recommendation accepted.</td>
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<td></td>
<td>• Bureau and each standing committee should decide the frequency and modus of their meetings in function of the business to be carried out. But they should establish a schedule of meetings for the coming periods (October 2019 to February 2020 and February 2020 to Congress 2020) in order to allow everyone to organize their calendars.</td>
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<td>• All reporting and updates should be done in writing (document or PowerPoint, or other tools, and IT system updated accordingly) and distributed two weeks in advance of the meeting, with exceptions to be explained to Council in the same way as for documents (cf. 6.2.1.a).</td>
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<td>• This rule should be incorporated in the Council Handbook.</td>
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<tr>
<td>6.3.3 Perceived lack of neutrality in the DG evaluation process</td>
<td><strong>6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.</strong></td>
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<tr>
<td></td>
<td>• Recommendation partly accepted as only the part of the evaluation concerning the 360° feedback should be anonymous.</td>
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<tr>
<td></td>
<td>• Institutionalise and professionalise the process following the core areas of performance identified in §62 of the Council Handbook and determining SMART indicators at the time Council approves the objectives for the DG.</td>
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<tr>
<td></td>
<td>• Add HR Management as 6th area of performance in §62 of the Council Handbook. Council may add other core areas of performance as required.</td>
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**Additional Guidance:**
- Allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7 minutes) with more materials potentially in appendix or in information package).
- In advance of each meeting, the President and chairs of the standing committees provide specific guidance on the length of various presentations in function of the objectives and priorities they set for each meeting, in consultation with the Director General and the Secretariat’s focal point for the relevant committee.
- Prior to February 2020 Council meeting.
- Bureau decision at GCC’s proposal.
- President and committee chairs.
- Programme and Policy Committee.
### 6.3.4 Perceived lack of transparency regarding DG succession / renewal

6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>President and Vice-Presidents with support from the Chief HR Officer</th>
</tr>
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<tbody>
<tr>
<td>The 360° feedback should be carried out by an independent third party selected. Adequate precautions are taken to avoid conflict of interest in the selection of the third party.</td>
<td>Before 2020 Congress</td>
</tr>
<tr>
<td>Recommendation accepted. Establish a succession plan for the DG and establish a succession planning committee (or other mechanism) to ensure the plan is always up to date. FAC to ensure that the DG establish a succession plan for key senior leadership positions in the Secretariat. Clarify whether the Succession Planning Committee established by Council decision C96/3 (March 2019) has been dissolved following the establishment of the DG Search Committee (Bureau decision B77/2, July 2019).</td>
<td>Idem</td>
</tr>
<tr>
<td>Stipulate a proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.</td>
<td>Before the February 2020 Council meeting</td>
</tr>
<tr>
<td>Recommendation accepted. Establish a succession plan for the DG and establish a succession planning committee (or other mechanism) to ensure the plan is always up to date. FAC to ensure that the DG establish a succession plan for key senior leadership positions in the Secretariat. Clarify whether the Succession Planning Committee established by Council decision C96/3 (March 2019) has been dissolved following the establishment of the DG Search Committee (Bureau decision B77/2, July 2019).</td>
<td>President and Vice-Presidents</td>
</tr>
<tr>
<td>FAC and DG</td>
<td></td>
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<tr>
<td>Secretary to Council seeks clarification from the President</td>
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</table>

### 6.3.5 Variance in performance of commissions

6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Next Council 2020-24 (possibly by GCC with input FAC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation partly accepted as the type of performance evaluation applied to members of the Steering Committees of the Commissions should be different from that of the Chairs of the Commissions. Strengthen the system of annual evaluations of the Chairs of the Commissions including by revising the performance requirements incl. internal governance aspects, leadership and ethics. The Chairs of the Commissions should ensure that an appropriate evaluation is available for each level of leadership in the Commissions. In order to allow benchmarking across the Commissions, provide broad guidance for the leadership of the Commissions on the governance structure of the Commissions, the qualifications required, regional balance in the membership of the Steering Committees, whether individuals can sit on the Steering Committee of more than one Commission, whether Council members can sit on the Steering Committee of a Commission, etc.</td>
<td>Commission Chairs</td>
</tr>
<tr>
<td>Post 2020 Congress</td>
<td>Council</td>
</tr>
<tr>
<td>Idem</td>
<td>Idem</td>
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<tr>
<td>Annex 1 to Management Response to the External Review of Aspects of IUCN’s Governance</td>
<td>Prepared by the Council Working Group v. 2 December 2019</td>
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<tr>
<td><strong>6.3.6 Monitoring &amp; evaluation</strong></td>
<td><strong>6.3.6.a Professionalize monitoring and evaluation of IUCN’s strategic process.</strong></td>
</tr>
</tbody>
</table>
|  | **• Recommendation accepted (based on “strategic process” as described in section 5.6 “Strategy” in External review of aspects of IUCN’s governance – Report – 10 July 2019)**  
  | **• Members must be involved in the process through mechanisms such as the Union Portal**  
  | **Idem** | Council |
| **6.4 Group dynamics** | **6.4.1 Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.** |
|  | **• Recommendation accepted**  
  | **• Success is largely dependent on the person of the President. The qualifications and requirements for the position already contain this skill. So, prospective candidates should have this skill. However, the next Council could consider the following actions to emphasize the importance of this requirement:**  
  | **o Offer training opportunities to the President elect as part of a standard induction package.**  
  | **o Include chairing skills as part of the individual evaluation mechanism referred to in 6.1.3.a, and as part of Councillors’ feedback, followed-up with an offer of training to improve capacities.**  
  | **Next term 2020-24** | **Next Council 2020-24** |
|  | **6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.** |
|  | **• Recommendation partially accepted as feedback should be presented by the Bureau instead of the Governance and Constituency Committee (GCC).**  
  | **• Feedback to the President should be part of the individual evaluation mechanism to be designed as described in 6.1.3.a and 6.1.3.c and implemented during the next quadrennium, and should be presented by the Bureau. The evaluation mechanism should provide guidelines for this.**  
  | **• The evaluation mechanism should also foresee feedback to the standing committee chairs.**  
  | **• Depending on the proposed mechanism to follow-up on the “self-assessments” (cf. Before Congress**  
  | **Idem** | **Working Group of Council incl. standing committee chairs**  
<p>| <strong>Next term 2020-24</strong> | <strong>Next Council 2020-24</strong> |</p>
<table>
<thead>
<tr>
<th>6.1.3.a. Regulation 48(c)(iii) may have to be amended by the next Council 2020-24.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4.1.c Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately</td>
<td>Decision to modify Council Handbook before February 2020 Council meeting</td>
</tr>
<tr>
<td>• Recommendation rejected because Article 52 of the Statutes assigns the role of chair exclusively to the President except when s/he is absent.</td>
<td>Council and President</td>
</tr>
<tr>
<td>• Council should promote an organisational culture that will include the practice in Council of sharing responsibility and preparing Vice-Presidents for the eventuality that they might have to chair. This will need to be spelt out in the Council Handbook.</td>
<td></td>
</tr>
<tr>
<td>6.4.1.b</td>
<td></td>
</tr>
<tr>
<td>6.4.2 Lack of “one voice”</td>
<td></td>
</tr>
<tr>
<td>6.4.2.a While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.</td>
<td>Completed</td>
</tr>
<tr>
<td>• Recommendation accepted and is already implemented because included in §38 of the Council Handbook and the Code of Conduct for Council members.</td>
<td>Council and President</td>
</tr>
<tr>
<td>• Where appropriate, the importance of this rule should be highlighted such as in the Council retreat when the newly elected Council holds its first ordinary meeting.</td>
<td></td>
</tr>
<tr>
<td>6.4.3 Little impact by Council on IUCN organizational culture</td>
<td></td>
</tr>
<tr>
<td>6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.</td>
<td>Post Congress</td>
</tr>
<tr>
<td>• Recommendation accepted.</td>
<td>Idem</td>
</tr>
<tr>
<td>• Refresh IUCN’s stated purpose and values and clearly set out the desired culture and behaviours. As appropriate develop systems to support the integration of defined aspects of organization in IUCN. For e.g. in relation to information decision making chains.</td>
<td></td>
</tr>
<tr>
<td>• Define organization culture indicators and data sources to operationalize agreed cultural values.</td>
<td>Idem</td>
</tr>
<tr>
<td>• Include this in induction program for Council.</td>
<td></td>
</tr>
<tr>
<td>6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.</td>
<td>Post Congress</td>
</tr>
<tr>
<td>• Recommendation accepted.</td>
<td>Next Council 2020-24</td>
</tr>
<tr>
<td>• To be implemented as part of the mechanism required in 6.4.3.a.</td>
<td></td>
</tr>
</tbody>
</table>
### Annex 1 to Management Response to the External Review of Aspects of IUCN’s Governance
Prepared by the Council Working Group v. 2 December 2019

<table>
<thead>
<tr>
<th>6.4.3.c</th>
<th>The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendation accepted.</strong></td>
<td><strong>To be implemented as part of the mechanism required in 6.4.3.a.</strong></td>
</tr>
</tbody>
</table>

### 6.5 Technical

<table>
<thead>
<tr>
<th>6.5.1 Lack of risk thinking at bureau and Council level</th>
<th>6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendation accepted.</strong></td>
<td><strong>Build relevant risk and strategic skills and capacity at the Bureau level and allocate sufficient time on the agenda for meaningful discussion in the Bureau. The FAC representative on the Bureau will take a leading role in building risk awareness in the Bureau and embedding risk in its deliberations.</strong></td>
</tr>
<tr>
<td><strong>The Bureau will be responsible for reviewing the risk appetite and risk tolerance, for embedding discussion of risks in strategic planning and assess consistency of strategic planning documents with the risk appetite and tolerance, and for mapping oversight of specific enterprise-level risks to the Standing Committees. Include this in the Council Handbook as part of the extended role of the Bureau described in 6.2.2.a.</strong></td>
<td><strong>The FAC is responsible for oversight of the enterprise risk management framework as well as oversight of financial risks.</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.5.1.b</th>
<th>Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendation accepted.</strong></td>
<td><strong>The Head of Oversight will have a dual reporting line to the DG and to the Chair of FAC on behalf of, and after consultation with the FAC. IUCN is committed to periodic review of how the governance changes are working in practice. Include this in ToR for Head of Oversight and of FAC.</strong></td>
</tr>
</tbody>
</table>

### 6.6 Strategy

<table>
<thead>
<tr>
<th>6.6.1</th>
<th>A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendation accepted</strong></td>
<td><strong>Establish a process that focuses on strategic outlook, taking the next 20 years into consideration, leading to new strategy for Union which is tied to its financial strategy.</strong></td>
</tr>
<tr>
<td><strong>By 2020 Congress</strong></td>
<td>Under review in GCC</td>
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</table>
potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.

- Review the functions of the Treasurer described in the Statutes and Regulations which should mainly be advisory.
- **Propose a motion for Congress** which tasks the next Council with developing a new global strategy for IUCN post-2030.
- FAC (through its task force) also exercises delegated responsibility from Council for strategic direction in terms of its financial plan for the next quadrennium and its long-term financial planning.

### 6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).

- **Recommendation accepted.**
- Current Council to develop education program so that it may be executed by the next one.
- Study strengthening capacity in FAC and Council to accomplish the oversight and advisory roles regarding finance including e.g. making use of appointed Councillors.

<table>
<thead>
<tr>
<th>February 2020</th>
<th>Idem</th>
<th>FAC/Council</th>
<th>Under development for Council approval in February 2020</th>
</tr>
</thead>
</table>

### 6.6.2 Renewing and updating membership engagement

#### 6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.

- **Recommendation accepted.**
- Membership models should be considered as part of the process that focuses on strategic outlook (cf. 6.6.1.a), taking the next 20 years into consideration, leading to new strategy for Union and tied to its financial strategy.
- Council to bring the strategic plan to Congress for support and mandate to the next Council to develop the strategic plan.
- Based on the above, study which membership models are most appropriate for fulfilling strategic plan.

<table>
<thead>
<tr>
<th>By February 2020</th>
<th>Congress</th>
<th>Expert needs to develop these reporting to GCC-PPC</th>
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<tr>
<th>Council 2020-24</th>
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#### 6.6.2.b Conduct an analysis of the membership model best adapted to IUCN’s strategy; consider adoption of a more agile process to adapt membership model to IUCN’s strategic changes in the future.

- **Recommendation accepted.**
- Action to be taken after 6.6.2.a is concluded, as part of ongoing implementation and improvement of the Membership Strategy.

<table>
<thead>
<tr>
<th>Next Council 2020-24</th>
<th>Next Council 2020-24</th>
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</thead>
</table>
| 6.6.3 Lack of Ownership of Strategic Thinking | 6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council. | • Recommendation accepted.  
• Council needs to build a strategic plan. (cf. 6.6.1.a)  
• Empower the Bureau to carry out these functions as part of the Bureau's support to Council in its strategic and oversight functions (cf. 6.6.2.a). | Next Council 2020-24 | Next Council 2020-24 |
| --- | --- | --- | --- | --- |
| 6.6.3.b Detailed description of strategic function in Councillor’s job descriptions should be developed and part of an education process. | • Recommendation partially accepted as the strategic function is already adequately mentioned in the qualifications and requirements of the position.  
• It should become part of Council members’ induction as well as of the governance training / assessment tool for candidate Council members referred to in 6.1.1. | Before the next nominations process opens in 2023. | Next Council 2020-24 |
| 6.6.3.c Further education strengthening the emphasis on Council’s strategic role and building strategic capabilities during the on-boarding process. | • Recommendation accepted.  
• It should become part of Council members’ induction and the continuous education program described on 6.6.1.b. | Newly elected Council’s induction in 2020 | Next Council 2020-24 |
| 6.7 Relationships between IUCN governance bodies | 6.7.1 Relationship between IUCN Council and Management | 6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential. | • Recommendation accepted.  
• Clearly define responsibilities for Council and those of the Secretariat, enabling clarity of what is a technical decision, a management or a strategic decision.  
• Establish a calendar of governance and management decisions to be adopted and required interactions between all bodies concerned including Council and its standing committees and Bureau.  
• Establish principle of access to all information and agree exceptions where required.  
• Establish mechanism to address issues of trust immediately and effectively, when they arise.  
• Professionalise oversight functions.  
• Establish industry-level mechanisms by which Council can hold Secretariat to account. | By 2020 Congress | President, Council, DG |
<p>|  |  |  | By February 2020 |  |</p>
<table>
<thead>
<tr>
<th>6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.</th>
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</thead>
</table>
| - Recommendation accepted.  
- Clearly establish information flow processes between membership and Secretariat currently. | February 2020 | Secretariat, with input from GCC |
| | | Already covered by draft membership strategy under consideration in Council for approval by February 2020 |

| 6.7.2 Members’ disengagement | 6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement. | | |
|---|---|---|
| - Recommendation accepted  
- Must be carried out in tandem with and linked to wider discussions on Membership models as part of the process that focuses on strategic outlook (cf. 6.6.1.a). | Next Council 2020-24 | Next Council |
| 6.7.2.b Develop more proactive communication plan to improve transparency and coordination | | |
| - Recommendation accepted and partly implemented through the membership strategy. | | |
| | | Already practised through Secretariat |
### 6.7.3 Relationship between council and standing committees

**6.7.3.a** Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.

- **Recommendation:** Partially accepted as the performance standards should be defined in the ToR of the committees instead of the ToR of Councillors because they are different for each Councillor based on the committees they are part of.
- **Introduction of performance standards for Councillors in ToR of the standing committees that are specific to the committee they belong to.**
- **Differentiate the expectations of performance of each Councillor based on the Council bodies they are part of.**

- **Proposal to be developed and presented for discussion at Congress.**

<table>
<thead>
<tr>
<th></th>
<th>Skeletal proposal to be developed in time for February 2020 Council</th>
<th>Secretariat</th>
<th>meeting with Members in several regions</th>
</tr>
</thead>
<tbody>
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</table>

### 6.7.4 Variable performance of commissions

**6.7.4.a** Introduce stronger accountability in commission performance requirements – at both body and individual levels.

- **Recommendation:** Partially accepted as a different type of evaluation should be available for each level of leadership in the Commissions.
- **Strengthen the accountability of the Chair and provide different types evaluations for the Steering Committee and other levels of leadership of the Commissions as described in 6.3.5.a.**

<table>
<thead>
<tr>
<th></th>
<th>Next Council 2020-24</th>
<th>Next Council</th>
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</table>

### 6.7.5 Relationship between bureau, standing committees and secretariat lacks transparency

**6.7.5.a** Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.

- **Recommendation:** Partially accepted as evaluations should be independent but not necessarily carried out by an external party.
- **Accountability mechanisms should be implemented as described in 6.7.3.a.**

<table>
<thead>
<tr>
<th></th>
<th>Next Council</th>
<th>Next Council</th>
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</table>

**6.7.5.b** Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making.

- **Recommendation:** Partially accepted as a clear communications protocol should apply not only to the Bureau’s own processes but to the Council and its subsidiary bodies.
- **Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.**

<table>
<thead>
<tr>
<th></th>
<th>Before Congress</th>
<th>Council, DG</th>
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</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Issue</td>
<td>Recommendation</td>
<td>Timeline</td>
</tr>
<tr>
<td>-------</td>
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</tr>
<tr>
<td>6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the on-boarding process (refer to skill map in Appendix 11).</td>
<td>Recommendation accepted. Establish nominations process as per the recommendation. Cf. also 6.1.1.</td>
<td>Next Council 2020-24</td>
</tr>
<tr>
<td>6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau &amp; standing committee members.</td>
<td>Recommendation partially accepted as it applies not only to the Bureau’s own processes but to the Council and its subsidiary bodies as in 6.7.5.b. Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies. Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and, external communications, Facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council.</td>
<td>Before Congress</td>
</tr>
<tr>
<td>6.7.6 Revolving door between Secretariat &amp; Council 6.7.6.a Require a minimum of a 2-year “cooling-off period” for secretariat employees who wish to become Councillors.</td>
<td>Recommendation accepted Two-year “cooling-off period” should be established in the Staff Rules to be approved by Council The same rule should also be incorporated in the profiles for the elected positions for the next nominations and elections in 2023-24 (For procedural fairness this was not introduced into the profiles for nominations process for the 2020 elections, as staff</td>
<td>Post 2020 Congress</td>
</tr>
</tbody>
</table>
6.8 Integrity

### 6.8.1 Insufficient degree of independence in ethics oversight

**6.8.1.a An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.**

- **Recommendation accepted.**
- The conduct and ethics system should be reviewed to ensure it is comprehensive and applies to all components of IUCN, allows independence to be improved, duty of care to all involved including appropriate confidentiality and accessibility; and avoid reprisals.

<table>
<thead>
<tr>
<th>Before Congress:</th>
<th>Council Ethics Committee, in consultation with the Council Finance and Audit Committee and support from Head of Oversight</th>
<th>Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council’s Ethics Committee handles ethical issues involving Council members, the Secretariat’s Ethics Committee all ethical issues involving the staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• In consultation with the ADG and head of oversight propose an independent ethics and conduct body.</td>
<td>• Appoint independent hotline.</td>
<td>• Review and revise all policies.</td>
</tr>
<tr>
<td>• Identify key principles for composite system.</td>
<td>• Internal Staff systems revised and submitted to Council for approval.</td>
<td>• After Congress:</td>
</tr>
<tr>
<td>• Appoint independent ethics and conduct body.</td>
<td>• Review and revise all policies.</td>
<td>• Before Congress: ensure availability to new Councillors, with ongoing improvements</td>
</tr>
</tbody>
</table>

### 6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).

- **Recommendation accepted.**
- Comprehensive education on conflicts of interest norms and standards across IUCN, including Council, and with all partners should be developed and implemented through direct training and online training and resources, inclusion of appropriate standards and requirements in employment and consultancy contracts and in partnership agreements, and within communities where IUCN implements projects as part of our conservation and outreach activities.

<table>
<thead>
<tr>
<th>Before Congress:</th>
<th>Council Ethics Committee, in consultation with the Council Finance and Audit Committee and support from Head of Oversight</th>
<th>Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council’s Ethics Committee handles ethical issues involving Council members, the Secretariat’s Ethics Committee all ethical issues involving the staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure availability to new Councillors, with ongoing improvements</td>
<td>• Review and revise all policies.</td>
<td>• After Congress:</td>
</tr>
<tr>
<td>• Review and revise all policies.</td>
<td>• Before Congress: ensure availability to new Councillors, with ongoing improvements</td>
<td>• Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council’s Ethics Committee handles ethical issues involving Council members, the Secretariat’s Ethics Committee all ethical issues involving the staff.</td>
</tr>
<tr>
<td>• Review and revise all policies.</td>
<td>• Before Congress: ensure availability to new Councillors, with ongoing improvements</td>
<td>• After Congress:</td>
</tr>
<tr>
<td>• Ensure availability to new Councillors, with ongoing improvements</td>
<td>• Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council’s Ethics Committee handles ethical issues involving Council members, the Secretariat’s Ethics Committee all ethical issues involving the staff.</td>
<td>• After Congress:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Before Congress:</th>
<th>Council Ethics Committee, in consultation with the Council Finance and Audit Committee and support from Head of Oversight</th>
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<tr>
<td>• Appoint independent ethics and conduct body.</td>
<td>• Review and revise all policies.</td>
<td>• Before Congress: ensure availability to new Councillors, with ongoing improvements</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>6.8.1.c</th>
<th>A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review and improve observation and monitoring systems including through an interest registry that is publically available.</td>
<td></td>
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<tr>
<td>• Recommendation accepted.</td>
<td></td>
</tr>
<tr>
<td>• Establish external independent hotline that is available 24 hours, 7 days a week and that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; members of communities where projects are implemented.</td>
<td></td>
</tr>
<tr>
<td>• Ensure that anonymity is guaranteed</td>
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<tr>
<td>• Update the Council Code of Conduct to reflect this.</td>
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</tr>
<tr>
<td>Before Congress</td>
<td>Head of Oversight. System to be approved by Council</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.8.1.d</th>
<th>A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recommendation accepted.</td>
<td></td>
</tr>
<tr>
<td>• Establish a whistleblowing policy that promotes a culture of &quot;speaking up&quot; without fear of reprisals, that embodies duty of care to all involved parties respecting their rights and confidentiality, and ensuring that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; communities / members of communities where projects are implemented.</td>
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</tr>
<tr>
<td>Before Congress</td>
<td>Council Ethics Committee with Head of Oversight</td>
</tr>
</tbody>
</table>
### GCC call on 13 December 2019 - Decision on membership applications

<table>
<thead>
<tr>
<th>Organisation name</th>
<th>Acronym</th>
<th>IUCN Statutory State</th>
<th>Website</th>
<th>Member Category</th>
<th>Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members</th>
<th>Application</th>
<th>Additional information received after 97th Decision from GCC call on 13 December 2019</th>
<th>Decision from GCC call on 13 December 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Africa</strong></td>
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<tr>
<td>2. <strong>South and East Asia</strong></td>
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<tr>
<td>Intl. WeLoveU Foundation</td>
<td>WeLoveU</td>
<td>Korea, Republic of</td>
<td><a href="http://www.intlweloveu.org">www.intlweloveu.org</a></td>
<td>IN</td>
<td>NG/621 Ecological Society of the Philippines NG/25157 Oseiyion, Korea (RK)</td>
<td></td>
<td></td>
<td>REJECTED</td>
</tr>
<tr>
<td>Centre for Supporting Green Development (Greenhub)</td>
<td>GreenHub</td>
<td>Viet Nam</td>
<td><a href="http://www.greenhub.org.vn">www.greenhub.org.vn</a></td>
<td>NG</td>
<td>NG/25381 Center for Environment and Community Research, Vietnam NG/1616 Central Institute for Natural Resources and Environmental</td>
<td></td>
<td></td>
<td>DEFERRED</td>
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<td>4. <strong>West Europe</strong></td>
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<tr>
<td>Flemish Institute for Technology Research</td>
<td>VITO</td>
<td>Belgium</td>
<td><a href="http://www.vito.be">www.vito.be</a></td>
<td>AF</td>
<td>n/a</td>
<td></td>
<td></td>
<td>DEFERRED</td>
</tr>
<tr>
<td>Fédération Française de Spéléologie (French Federation of Speleology)</td>
<td>FFS</td>
<td>France</td>
<td><a href="http://www.ffspeleo.fr">www.ffspeleo.fr</a></td>
<td>NG</td>
<td>NG/1535 Fédération des parcs naturels régionaux de France (Federation of Natural Regional Parks of France) NG/843 Fédération Française des Clubs Alpins et de Montagne, France (French federation of alpine and mountain clubs) NG/25129 Conservatoire d’espaces naturels, France (French Federation of Natural Areas Conservatories)</td>
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<td>APPROVED</td>
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Management Response to the External Review of Aspects of IUCN’s Governance - 2019

IUCN welcomes the overall findings and recommendations of the Review of Aspects of IUCN’s Governance (henceforth “the Review”) conducted by Stewardship and Governance Associates (SGA). The Union appreciates the recognition of the “important assets which strengthen its governance capability, namely a high degree of commitment and energy that Councillors and staff, as well as Members, bring toward fulfilling IUCN’s mission” and believes that these attributes makes it well-placed to take on the recommendations of the Review.

IUCN is inspired by the Review's use of the Four Pillars of Good Governance framework and the Four Areas of Governance Failure to analyze the governance fabric of IUCN in a systematic and comprehensive manner and to diagnose potential areas of vulnerability of and risk for IUCN. In combination, these insights provide a comprehensive framework to improve the resilience of the organization. IUCN is determined to apply this framework to achieve governance excellence through strengthening people quality, focus and dedication, developing effective structures and processes including strategic and risk analysis processes, advancing the appropriate information architecture, fostering healthy group dynamics, and ensuring enabling institutional culture and integrity.

IUCN acknowledges the Review’s assessment of governance risk to be at a critical level. By periodically commissioning governance reviews and continuously implementing governance improvements under the leadership of the IUCN Council’s Governance and Constituency Committee, IUCN has sought to reshape its governance to align with a rapidly changing institutional environment, increasing expectations from stakeholders and the aspirations for the Union. This Management Response will further demonstrate IUCN’s commitment and dedication to achieving governance excellence and to reducing the key vulnerabilities in IUCN’s governance. IUCN undertakes to periodically review its governance and responses set out in Annex 1 against best practice and to improve and/or modify it as required.

IUCN acknowledges and supports the importance the Review places on people and, in particular, the need to clarify performance standards of Council members. IUCN has already started implementation of the Review’s recommendations aimed at reinforcing the composition of the Council, improving the readiness of Councillors and strengthening accountability of Councillors. Further, IUCN will develop comprehensive education and induction programs for Councillors joining the new Council regarding the strategic process, including deepening understanding of the strategic role required of Council members, and ensure that this is part of the regular council onboarding processes.

In tandem with this concern with performance standards, the Review emphasizes the critical nature of processes that enable Council be more effective in carrying out its roles and responsibilities, in particular in relation to strategic leadership and risk analysis. IUCN acknowledges the opportunities identified by the Review to reinforce structures and processes of IUCN and agrees it is critically important to ensure strategic alignment and ownership, among the different bodies of IUCN, as well as a clear delineation of
roles and responsibilities, strengthening of accountability and enhancing trust. Further, IUCN is committed to establishing an effective leadership succession plan, reinforcing the structural independence of the ethics and oversight functions, and establishing a whistleblowing policy and an ethics hotline.

Furthermore, IUCN sees a strong opportunity for the Council to design an internal information package that speaks to the strategic questions and risks Council must address in its strategic and oversight roles. In addition, to obtaining external information, the Council will leverage the Union, in particular the network of Regional and National Committees, to gather external insights.

IUCN endorses the Review’s recommendations to strengthen group dynamics and institutional culture, and in particular to proactively support and build transparent communications, accountability, trust and alignment of practice with best governance standards in decision making in IUCN.

IUCN acknowledges the critical importance of strengthening relationship with its membership, as identified in the Review. IUCN is ready to begin implementing its new membership strategy from early 2020. In the new intersessional period (2020 -2024) Council will continue to engage with the IUCN membership on how to better promote representation and ensure responsiveness to changing conditions, including through assessment of its membership model. IUCN believes its strength and ability to effectively deliver its mission and vision lies in its membership and maintaining its diversity.
Notes:

1. The first three columns of the table hereafter reproduce the recommendations of the final version of the **Report of the External Review of Aspects of IUCN’s Governance** dated 10 July 2019. The remaining four columns present the Council’s response to these recommendations.

2. The coloured lines provide an indication of the timeline for actions to be implemented as follows:

<table>
<thead>
<tr>
<th>Yellow</th>
<th>For immediate implementation, upon approval of the Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue</td>
<td>Proposals to be prepared by 24 January 2020 for Council’s consideration in February 2020</td>
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<tr>
<td>Green</td>
<td>To be implemented before the 2020 Congress</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Pillar</th>
<th>Issue</th>
<th>Recommendation</th>
<th>Acceptance &amp; key responses and actions planned</th>
<th>Timeline</th>
<th>Responsible</th>
<th>Current status</th>
</tr>
</thead>
</table>
| 6.1 People | 6.1.1 Council composition / dedication of councillors | 6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings. | • Recommendation accepted and already partly implemented: the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019), and Regional Councillor candidates’ responses to the online questionnaire about requirements for the position are being published via the Union Portal as part of the current nominations process.  
• Candidates should be requested to sign a commitment and be asked in Congress why they want to become Council members.  
• A mechanism should be established to provide information to prospective candidates before they are nominated (based on the example developed by the South America Regional Committee of IUCN). | Before the next nominations process opens in 2023. (as the Rules can’t be changed during the on-going nominations process) | Next Council 2020-24 (and its GCC) | Qualifications and requirements for elected positions already adequately cover the “expectations”; Regional Councillor candidates’ responses to the online questionnaire about requirements for the position are being published as part of the current nominations process |
| 6.1 People | 6.1.2 Lack of preparation by council members | 6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as | • Recommendation accepted.  
• At the beginning of the next term 2020-21, Council (or a Council committee or task force) should create a mechanism to map skill sets and provide training or define other mechanisms to complete missing skills.  
• The next Council should provide directions to the IUCN membership for the 2024 elections on the skill sets required for an effective Council. | Beginning of the next term 2020-21 | Next Council 2020-24 (or a TF of GCC open to other committee members and external support) | |
| 6.1.2.b | Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards. | 6.1.2.b Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards. | Recommendation accepted and partly implemented as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (*Bureau decision B/XVI of 1 July 2019*). 
- Actions similar to those suggested in 6.1.1 should be considered by the next Council. | 2020-24 | Next Council 2020-24 | Newly adopted (July 2019) qualifications and requirements for elected positions (ToR) already cover the time and commitment involved |
| 6.1.2.c | Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally. | 6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally. | Recommendation partly accepted as the evaluation mechanism should be independent but not necessarily carried out by an external party. 
- For the evaluation aspect, cf. 6.1.3.a 
- In addition to the qualifications/requirements for elected positions already approved, the commitments and objectives of Council members in standing committees should be better defined. This can be done by each standing committee as part of their "lessons learnt", and approved by Council for inclusion in the *Council Handbook*. 

Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions. | February 2020 | Council’s standing committees, followed by Council decision |
| 6.1.3.a | A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members’ contracts.) | 6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members’ contracts.) | Recommendation accepted and already partly implemented as the *Council Handbook*, including performance tools, already cover what is recommended for a “council charter”. 
- An evaluation mechanism for individual Council members against established objectives should be studied. Cf. also 6.1.3.c. This should include: 
  - Roles/tasks of Council members in standing committees needs clarification (cf. 6.1.2.c). | Next Council 2020-24 | Council | Aspects regarding Council charter are already implemented |
The currently required written Councillor reports could be transformed as an accountability tool and distributed to IUCN Members.

A mechanism to follow-up on the “self-assessments” (Council Handbook) should be designed. Feedback through self-assessments should be distributed to the full Council in addition to the Vice-Presidents [Regulation 48(c) (iii)].

<table>
<thead>
<tr>
<th>6.1.3.b Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.</th>
</tr>
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<tbody>
<tr>
<td><strong>Recommendation accepted and implemented as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019)</strong></td>
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<tr>
<td>Completed</td>
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<tr>
<td>Implemented from July 2019</td>
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<tr>
<th>6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance &amp; Constituency committee within the limitations of the structures.</th>
</tr>
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<tbody>
<tr>
<td><strong>Recommendation partly accepted as the evaluation mechanism should be independent but not necessarily carried out by an external party, and performance gaps should be addressed by the President and Vice-Presidents instead of the Governance and Constituency Committee.</strong></td>
</tr>
<tr>
<td><strong>Individual evaluation mechanism suitable for the voluntary position of Council member to be designed with support from the Chief HR Officer. Performance matrix need not be too detailed as objectives and indicators are to be reviewed annually. Cf. also 6.1.3.a.</strong></td>
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<tr>
<td><strong>The evaluations are carried out by the President and Vice-Presidents taking into account self-evaluation and feedback.</strong></td>
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<tr>
<td><strong>Performance gaps in terms of missing skills should be addressed by the President and Vice-Presidents. Cf. also 6.1.2.a.</strong></td>
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<tr>
<td>Before Congress</td>
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<tr>
<td>Next Council 2020-24</td>
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<tr>
<td>Beginning of the next term 2020-21</td>
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<tr>
<th>6.1.3.d The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendation accepted.</strong></td>
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<tr>
<td><strong>The current Council’s Finance and Audit Committee should prepare a proposal for Bureau’s approval in order to include this in its ToR.</strong></td>
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<tr>
<td>Before the February 2020 Council meeting</td>
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<tr>
<td>FAC</td>
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</tbody>
</table>
| 6.2 Information Architecture | 6.2.1 Meeting information / Council papers | 6.2.1.a Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal. | • Recommendation accepted.  
• Council should take a decision requesting Secretariat and any Council committee, working group or task force, to provide the documents two weeks before the Council meeting, and that exceptions of documents made available later should be explained to Council. This rule should be included in the Council Handbook. | Decision before the February 2020 Council meeting, for immediate implementation | Council/Bureau |
| 6.2.2 Insufficient involvement of Council in information design. | 6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight. | • Recommendation accepted.  
• Empower the Bureau to support the Council in its strategic direction and oversight functions by facilitating the decision-making process of the Council and providing guidance on the information package and analysis required to enable the Council to exercise these functions, to be implemented from 2021 onwards. This will be incorporated in the Council Handbook.  
• The Bureau meets regularly with the DG and Commission Chairs to define the level and format of information and analysis required for Council to exercise its strategic and oversight functions.  
• The next Council should develop a mechanism for the provision of the relevant information and analysis in time to be implemented in 2021. | February 2020 Council meeting  
in advance of the February 2020 Council meeting  
Next Council in 2020, for implementation as of 2021 | Council  
Bureau, DG, Commission Chairs  
Next Council |
| 6.2.3 External information incomplete | 6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk | • Recommendation accepted.  
• The next Council defines which external sources of information and analysis are required for Council to exercise its strategic and oversight roles referred to in 6.2.2.a. | Next Council in 2020, for implementation as of 2021 | Next Council |
<table>
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<tr>
<th>6.2.3.b</th>
<th>It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.</th>
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<tr>
<td>Recommendation accepted.</td>
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<tr>
<td>Councillors should have regular contacts with the Regional Committees and, to the extent they are available, also the National Committees, and the Global Group for National and Regional Committee Development, in view of articulating their insights in changes in the external environment that affect IUCN.</td>
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<tr>
<td>The President informs the National and Regional Committees, and the Global Group for National and Regional Committee Development, requesting their cooperation for implementing this aspect of Council members’ functions.</td>
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<tr>
<td>Already covered by the qualifications and requirement for elected positions, this aspect of the role of Council members should also be reflected in the Council Handbook.</td>
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<td>Membership Strategy should encourage National and Regional Committees to scan the external environment for developments affecting the IUCN and provide feedback to Council members.</td>
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<td>Identify the categories of information Councillors need to fulfill their roles, in the respective committees including best practice, industry standards.</td>
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<tr>
<td>Immediate implementation, prior to February 2020 Council meeting</td>
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<tr>
<td>February 2020 Council</td>
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<tr>
<td>Immediate implementation, prior to February 2020 Council meeting</td>
<td></td>
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<tr>
<td>Recommendation partly accepted because already implemented in practice.</td>
<td></td>
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<tr>
<td>Recommendation accepted.</td>
<td></td>
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<tr>
<td>The Council Handbook should contain guidance for presentations in Council and its final approval.</td>
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<tr>
<td>Recommendation accepted.</td>
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<tr>
<td>The Council Handbook should contain guidance for presentations in Council and its final approval.</td>
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<tr>
<td>6.3</td>
<td>Structures and Processes</td>
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<tr>
<td>6.3.1</td>
<td>Final meeting agenda not sufficiently structured or focused on strategic priorities</td>
</tr>
<tr>
<td>6.3.1.a</td>
<td>Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.</td>
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<tr>
<td>Recommendation partly accepted because already implemented in practice.</td>
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<td>The existing practice of distributing to Council for comments a preliminary agenda two months before the meeting, and of distributing a draft agenda incorporating the comments from Council members one month prior to the meeting should be formally approved by Council and codified in the Council Handbook with the requirement that exceptions be explained in the same way as for Council documents that are submitted late (cf. 6.2.1.a.).</td>
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<td>By February 2020</td>
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<td>February 2020 Council</td>
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<tr>
<td>Already implemented in practice</td>
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<tr>
<td>Already practised in Council’s</td>
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</table>
| 6.3.2 Committee meeting structure allows too little time for proper reporting by standing committees to the council | 6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/web conference and twice in person before Council meetings. | • Recommendation accepted.  
• Bureau and each standing committee should decide the frequency and modus of their meetings in function of the business to be carried out. But they should establish a schedule of meetings for the coming periods (October 2019 to February 2020 and February 2020 to Congress 2020) in order to allow everyone to organize their calendars. | As soon as possible after the October 2019 Council meeting | Bureau and standing committees (FAC, PPC and GCC) | In practice, Bureau and standing committees already meet at least once by conference call between Council meetings. |
| 6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand. | • Recommendation accepted.  
• All reporting and updates should be done in writing (document or PowerPoint, or other tools, and IT system updated accordingly) and distributed two weeks in advance of the meeting, with exceptions to be explained to Council in the same way as for documents (cf. 6.2.1.a).  
• This rule should be incorporated in the Council Handbook. | Immediate implementation, prior to February 2020 Council meeting | Secretariat | Bureau decision | Already practiced in Council’s FAC |
| 6.3.3 Perceived lack of neutrality in the DG evaluation process | 6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee. | • Recommendation partly accepted as only the part of the evaluation concerning the 360° feedback should be anonymous.  
• Institutionalise and professionalise the process following the core areas of performance identified in §62 of the Council Handbook and determining SMART indicators at the time Council approves the objectives for the DG.  
• Add HR Management as 6th area of performance in §62 of the Council Handbook. Council may add other core areas of performance as required. | Before 2020 Congress | President and Vice-Presidents with support from the Chief HR Officer | Council |
| 6.3.4 Perceived lack of transparency regarding DG succession / renewal | **6.3.4.a.** Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau. | **Recommendation accepted.**
- Establish a succession plan for the DG and establish a succession planning committee (or other mechanism) to ensure the plan is always up to date.
- FAC to ensure that the DG establish a succession plan for key senior leadership positions in the Secretariat.
- Clarify whether the Succession Planning Committee established by Council decision C96/3 (March 2019) has been dissolved following the establishment of the DG Search Committee (Bureau decision B77/2, July 2019) | Before 2020 Congress
Idem
Before the February 2020 Council meeting | President and Vice-Presidents with support from the Chief HR Officer
President and Vice-Presidents
FAC and DG
Secretary to Council seeks clarification from the President |

| 6.3.5 Variance in performance of commissions | **6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.** | **Recommendation partly accepted as the type of performance evaluation applied to members of the Steering Committees of the Commissions should be different from that of the Chairs of the Commissions.**
**Strengthen the system of annual evaluations of the Chairs of the Commissions including by revising the performance requirements incl. internal governance aspects, leadership and ethics.**
**The Chairs of the Commissions should ensure that an appropriate evaluation is available for each level of leadership in the Commissions.**
**In order to allow benchmarking across the Commissions, provide broad guidance for the leadership of the Commissions on the governance structure of the Commissions, the qualifications required, regional balance in the membership of the Steering Committees, whether individuals can sit on the Steering Committee of more than one Commission, whether Council members can sit on the Steering Committee of a Commission, etc.** | Post 2020 Congress
Idem
Idem | Next Council 2020-24 (possibly by GCC with input FAC)
Commission Chairs
Council |
<table>
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<tr>
<th>6.3.6 Monitoring &amp; evaluation</th>
<th>6.3.6.a Professionalize monitoring and evaluation of IUCN’s strategic process.</th>
<th>• Strengthen the annual reporting obligation of the Commissions to Council on the basis of Regulation 78bis.</th>
<th>Idem</th>
<th>Council</th>
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<tbody>
<tr>
<td>6.4 Group dynamics</td>
<td>6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.</td>
<td>• Recommendation accepted (based on “strategic process” as described in section 5.6 “Strategy” in External review of aspects of IUCN's governance – Report – 10 July 2019) • Members must be involved in the process through mechanisms such as the Union Portal</td>
<td>Post 2020 Congress</td>
<td>Council through GCC, PPC, FAC</td>
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<tr>
<td>6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.</td>
<td>• Recommendation accepted • Success is largely dependent on the person of the President. The qualifications and requirements for the position already contain this skill. So, prospective candidates should have this skill. However, the next Council could consider the following actions to emphasize the importance of this requirement: o Offer training opportunities to the President elect as part of a standard induction package. o Include chairing skills as part of the individual evaluation mechanism referred to in 6.1.3.a, and as part of Councillors’ feedback, followed-up with an offer of training to improve capacities.</td>
<td>Next term 2020-24</td>
<td>Next Council 2020-24</td>
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6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.

- Recommendation partially accepted as feedback should be presented by the Bureau instead of the Governance and Constituency Committee (GCC).
- Feedback to the President should be part of the individual evaluation mechanism to be designed as described in 6.1.3.a and 6.1.3.c and implemented during the next quadrennium, and should be presented by the Bureau. The evaluation mechanism should provide guidelines for this.
- The evaluation mechanism should also foresee feedback to the standing committee chairs.
- Depending on the proposed mechanism to follow-up on the "self-assessments" (cf. Before Congress Idem Working Group of Council incl. standing committee chairs Next Council 2020-24 Idem
<table>
<thead>
<tr>
<th>6.1.3.a</th>
<th>Regulation 48(c)(iii) may have to be amended by the next Council 2020-24.</th>
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<tbody>
<tr>
<td>6.4.1.c Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately</td>
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<tr>
<td>Recommendation rejected because Article 52 of the Statutes assigns the role of chair exclusively to the President except when s/he is absent. Council should promote an organisational culture that will include the practice in Council of sharing responsibility and preparing Vice-Presidents for the eventuality that they might have to chair. This will need to be spelt out in the Council Handbook.</td>
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<tr>
<td>Decision to modify Council Handbook before February 2020 Council meeting</td>
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<td>Council and President</td>
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<tr>
<td>6.4.2 Lack of “one voice”</td>
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<tr>
<td>6.4.2.a While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.</td>
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<tr>
<td>Recommendation accepted and is already implemented because included in §38 of the Council Handbook and the Code of Conduct for Council members. Where appropriate, the importance of this rule should be highlighted such as in the Council retreat when the newly elected Council holds its first ordinary meeting.</td>
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<tr>
<td>Completed</td>
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<td>Council and President</td>
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<tr>
<td>Already exists as part of Council members’ duties.</td>
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<tr>
<td>6.4.3 Little impact by Council on IUCN organizational culture</td>
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<tr>
<td>6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.</td>
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<tr>
<td>Recommendation accepted. Refresh IUCN’s stated purpose and values and clearly set out the desired culture and behaviours. As appropriate develop systems to support the integration of defined aspects of organization in IUCN. For e.g. in relation to information decision making chains. Define organization culture indicators and data sources to operationalize agreed cultural values. Include this in induction program for Council.</td>
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<td>Post Congress</td>
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<td>Next Council 2020-2024 to decide on a mechanism (e.g. a Council working group)</td>
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<td>Idem</td>
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<tr>
<td>6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.</td>
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<tr>
<td>Recommendation accepted. To be implemented as part of the mechanism required in 6.4.3.a.</td>
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<tr>
<td>Post Congress</td>
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<td>Next Council 2020-24</td>
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### Annex 1 to Management Response to the External Review of Aspects of IUCN’s Governance
Prepared by the Council Working Group v. 2 December 2019

<table>
<thead>
<tr>
<th>6.4.3.c</th>
<th>The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.</th>
<th>Post Congress</th>
<th>Next Council 2020-24</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.5 Technical</td>
<td><strong>6.5.1 Lack of risk thinking at bureau and Council level</strong>&lt;br&gt;6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.</td>
<td><strong>Recommendation accepted.</strong>&lt;br&gt;• Build relevant risk and strategic skills and capacity at the Bureau level and allocate sufficient time on the agenda for meaningful discussion in the Bureau. The FAC representative on the Bureau will take a leading role in building risk awareness in the Bureau and embedding risk in its deliberations.&lt;br&gt;• The <strong>Bureau will be responsible for reviewing the risk appetite and risk tolerance, for embedding discussion of risks in strategic planning and assess consistency of strategic planning documents with the risk appetite and tolerance, and for mapping oversight of specific enterprise-level risks to the Standing Committees. Include this in the Council Handbook as part of the extended role of the Bureau described in 6.2.2.a.</strong>&lt;br&gt;• The <strong>FAC is responsible for oversight of the enterprise risk management framework as well as oversight of financial risks.</strong></td>
<td>Beginning of the next Council 2020-24</td>
</tr>
<tr>
<td>6.6 Strategy</td>
<td><strong>6.6.1 Fragmentation within the governance bodies</strong>&lt;br&gt;6.6.1.a A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as</td>
<td><strong>Recommendation accepted.</strong>&lt;br&gt;• Establish a process that focuses on strategic outlook, taking the next 20 years into consideration, leading to new strategy for Union which is tied to its financial strategy.</td>
<td>Next Council</td>
</tr>
<tr>
<td>6.5.1.b Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.</td>
<td><strong>Recommendation accepted.</strong>&lt;br&gt;• The Head of Oversight will have a dual reporting line to the DG and to the Chair of FAC on behalf of, and after consultation with the FAC. IUCN is committed to periodic review of how the governance changes are working in practice.&lt;br&gt;• Include this in ToR for Head of Oversight and of FAC.</td>
<td>By 2020 Congress</td>
<td>FAC and DG</td>
</tr>
<tr>
<td>Potential Future Opportunities and Threats Emerging from the External Competitive Landscape would be Useful to Conduct on an Ongoing Basis. This Should be Prepared by the Bureau in Interaction with Management.</td>
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<tr>
<td>• Review the functions of the Treasurer described in the Statutes and Regulations which should mainly be advisory.</td>
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</tr>
<tr>
<td>• Propose a Motion for Congress which tasks the next Council with developing a new global strategy for IUCN post-2030.</td>
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</tr>
<tr>
<td>• FAC (through its task force) also exercises delegated responsibility from Council for strategic direction in terms of its financial plan for the next quadrennium and its long-term financial planning.</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.6.1.b Develop a More Extensive Continuing Education Program for Councillors Regarding the Strategic Process, Including Deepening Understanding of the Strategic Role Required of Council Members. These Could Be Designed Both as Online and Offline Sessions (Refer to Annex 6 for a Proposed Education Program).</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recommendation accepted.</td>
</tr>
<tr>
<td>• Current Council to develop education program so that it may be executed by the next one.</td>
</tr>
<tr>
<td>• Study strengthening capacity in FAC and Council to accomplish the oversight and advisory roles regarding finance including e.g. making use of appointed Councillors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.6.2 Renewing and Updating Membership Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.6.2.a Based on Outcome of Strategic Planning Process, the Bureau Should Conduct a Comprehensive Analysis of the Membership Models Possible, and How These Respectively Meet Strategic Requirements.</td>
</tr>
<tr>
<td>• Recommendation accepted.</td>
</tr>
<tr>
<td>• Membership models should be considered as part of the process that focuses on strategic outlook (cf. 6.6.1.a), taking the next 20 years into consideration, leading to new strategy for Union and tied to its financial strategy.</td>
</tr>
<tr>
<td>• Council to bring the strategic plan to Congress for support and mandate to the next Council to develop the strategic plan.</td>
</tr>
<tr>
<td>• Based on the above, study which membership models are most appropriate for fulfilling strategic plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.6.2.b Conduct an Analysis of the Membership Model Best Adapted to IUCN's Strategy; Consider Adoption of a More Agile Process to Adapt Membership Model to IUCN's Strategic Changes in the Future.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recommendation accepted.</td>
</tr>
<tr>
<td>• Action to be taken after 6.6.2.a is concluded, as part of ongoing implementation and improvement of the Membership Strategy.</td>
</tr>
</tbody>
</table>
6.6.3 Lack of Ownership of Strategic Thinking

6.6.3.a Building the Council’s strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.

• Recommendation accepted.
  • Council needs to build a strategic plan. (cf. 6.6.1.a)
  • Empower the Bureau to carry out these functions as part of the Bureau’s support to Council in its strategic and oversight functions (cf. 6.6.2.a).

Next Council 2020-24

6.6.3.b Detailed description of strategic function in Councillor’s job descriptions should be developed and part of an education process.

• Recommendation partially accepted as the strategic function is already adequately mentioned in the qualifications and requirements of the position.
  • It should become part of Council members’ induction as well as of the governance training / assessment tool for candidate Council members referred to in 6.1.1.

Before the next nominations process opens in 2023.

Next Council 2020-24

6.6.3.c Further education strengthening the emphasis on Council’s strategic role and building strategic capabilities during the on-boarding process.

• Recommendation accepted.
  • It should become part of Council members’ induction and the continuous education program described on 6.6.1.b.

Newly elected Council’s induction in 2020

Next Council 2020-24

6.7 Relationships between IUCN governance bodies

6.7.1 Relationship between IUCN Council and Management

6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.

• Recommendation accepted.
  • Clearly define responsibilities for Council and those of the Secretariat, enabling clarity of what is a technical decision, a management or a strategic decision.
  • Establish a calendar of governance and management decisions to be adopted and required interactions between all bodies concerned including Council and its standing committees and Bureau.
  • Establish principle of access to all information and agree exceptions where required.
  • Establish mechanism to address issues of trust immediately and effectively, when they arise.
  • Professionalise oversight functions.
  • Establish industry-level mechanisms by which Council can hold Secretariat to account.

By 2020 Congress

President, Council, DG
### 6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.

- Recommendation accepted.
- Clearly establish information flow processes between membership and Secretariat currently.

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
<th>Date</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>IUCN Secretariat to interview members</td>
<td>Accepted</td>
<td>February 2020</td>
<td>Secretariat, with input from GCC</td>
</tr>
<tr>
<td>to enhance information exchange between</td>
<td></td>
<td></td>
<td>Already covered by draft member-</td>
</tr>
<tr>
<td>Secretariat HQ and regions</td>
<td></td>
<td></td>
<td>ship strategy under consideration</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>in Council for approval by February</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>2020</td>
</tr>
</tbody>
</table>

### 6.7.2 Members’ disengagement

#### 6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.

- Recommendation accepted.
- Must be carried out in tandem with and linked to wider discussions on Membership models as part of the process that focuses on strategic outlook (cf. 6.6.1.a).

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
<th>Date</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through interviews with select members</td>
<td>Accepted</td>
<td>Next Council 2020-24</td>
<td>Next Council</td>
</tr>
<tr>
<td>A concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.</td>
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</table>

#### 6.7.2.b Develop more proactive communication plan to improve transparency and coordination

- Recommendation accepted and partly implemented through the membership strategy.

<table>
<thead>
<tr>
<th>Action</th>
<th>Status</th>
<th>Date</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop more proactive communication plan</td>
<td>Accepted</td>
<td></td>
<td>Secretariat</td>
</tr>
<tr>
<td>to improve transparency and coordination</td>
<td></td>
<td></td>
<td>Already practised through Secretariat</td>
</tr>
</tbody>
</table>
between regional and national offices with members in their regions or countries, for more proactive engagement.

- Consider investing in a platform (physical, digital and other opportunities) that allows for regular interaction between Members and Secretariat; Members and Council; Members and Commissions.
- Proposal to be developed and presented for discussion at Congress.

<table>
<thead>
<tr>
<th>6.7.3 Relationship between council and standing committees</th>
<th>6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.</th>
<th>Recommendation partially accepted as the performance standards should be defined in the ToR of the committees instead of the ToR of Councillors because they are different for each Councillor based on the committees they are part of.</th>
<th>Before 2020 Congress</th>
<th>Council/Standing committees</th>
</tr>
</thead>
</table>

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<thead>
<tr>
<th>6.7.4 Variable performance of commissions</th>
<th>6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.</th>
<th>Recommendation partially accepted as a different type of evaluation should be available for each level of leadership in the Commissions.</th>
<th>Next Council 2020-24</th>
<th>Next Council</th>
</tr>
</thead>
</table>

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<thead>
<tr>
<th>6.7.5 Relationship between bureau, standing committees and secretariat lacks transparency</th>
<th>6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.</th>
<th>Recommendation partially accepted as evaluations should be independent but not necessarily carried out by an external party.</th>
<th>Next Council</th>
<th>Next Council</th>
</tr>
</thead>
</table>

| 6.7.5.b Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making. | Recommendation partially accepted as a clear communications protocol should apply not only to the Bureau’s own processes but to the Council and its subsidiary bodies. | Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies. | Before Congress | Council, DG |
| 6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the on-boarding process (refer to skill map in Appendix 11). | • Recommendation accepted.  
• Establish nominations process as per the recommendation. Cf. also 6.1.1. | Next Council 2020-24 | GCC, with Secretariat support |
| 6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members. | • Recommendation partially accepted as it applies not only to the Bureau’s own processes but to the Council and its subsidiary bodies as in 6.7.5.b.  
• Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.  
• Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and, external communications,  
• Facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council. | Before Congress | Council/DG |
| 6.7.6.a Revolving door between Secretariat & Council | • Recommendation accepted  
• Two-year “cooling-off period” should be established in the Staff Rules to be approved by Council  
• The same rule should also be incorporated in the profiles for the elected positions for the next nominations and elections in 2023-24 (For procedural fairness this was not introduced into the profiles for nominations process for the 2020 elections, as staff | Post 2020 Congress | Next Council 2020-24 |
| 6.8 Integrity | 6.8.1 Insufficient degree of independence in ethics oversight | 6.8.1.a An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body. | wishing to stand would not be able to comply). | Before Congress:  
- In consultation with the ADG and head of oversight propose an independent ethics and conduct body.  
- Appoint independent hotline.  
- Identify key principles for composite system.  
After Congress:  
- Internal Staff systems revised and submitted to Council for approval.  
- Review and revise all policies.  
| Council Ethics Committee, in consultation with the Council Finance and Audit Committee and support from Head of Oversight | Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council’s Ethics Committee handles ethical issues involving Council members, the Secretariat’s Ethics Committee all ethical issues involving the staff. |

| 6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms). |  |  | Before Congress:  
- In consultation with the ADG and head of oversight propose an independent ethics and conduct body.  
- Appoint independent hotline.  
- Identify key principles for composite system.  
After Congress:  
- Internal Staff systems revised and submitted to Council for approval.  
- Review and revise all policies.  | Head of Oversight, approval by Council’s Ethics Committee and Council |  |
6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.

- Review and improve observation and monitoring systems including through an interest registry that is publically available.
- Recommendation accepted.
- Establish external independent hotline that is available 24 hours, 7 days a week and that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; members of communities where projects are implemented.
- Ensure that anonymity is guaranteed
- Update the Council Code of Conduct to reflect this.

| Before Congress | Head of Oversight. System to be approved by Council |

6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.

- Recommendation accepted.
- Establish a whistleblowing policy that promotes a culture of “speaking up” without fear of reprisals, that embodies duty of care to all involved parties respecting their rights and confidentiality, and ensuring that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; communities / members of communities where projects are implemented.

| Before Congress | Council Ethics Committee with Head of Oversight |
## Membership applications recommended for approval by 26th meeting of GCC

<table>
<thead>
<tr>
<th>IUCN Statutory region</th>
<th>#</th>
<th>Organisation name</th>
<th>Acronym</th>
<th>IUCN Statutory State</th>
<th>Website</th>
<th>Member Category</th>
<th>Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members</th>
<th>Detailed application</th>
</tr>
</thead>
<tbody>
<tr>
<td>South and East Asia</td>
<td>3</td>
<td>Shenzhen Hua Ecological Environmental Protection Foundation</td>
<td>OCT-HF</td>
<td>China</td>
<td><a href="http://www.oct-huafoundation.org.cn">www.oct-huafoundation.org.cn</a></td>
<td>NG</td>
<td>1) NG/25753 Shenzhen Dapeng Coral Conservation Volunteer Federation, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China</td>
<td>OCT-HF</td>
</tr>
<tr>
<td>West Europe</td>
<td>4</td>
<td>SHARKPROJECT International e.V. (SHARKPROJECT)</td>
<td></td>
<td>Germany</td>
<td><a href="https://www.sharkproject.org">https://www.sharkproject.org</a></td>
<td>IN</td>
<td>1) NG/24905 Marviva Foundation, Costa Rica 2) NG/25149 Wildlands Conservation Trust, South Africa</td>
<td>Sharkproject</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Stichting Amazon Conservation Team Europe</td>
<td>ACT Europe</td>
<td>The Netherlands</td>
<td><a href="http://www.amazonteam.org">www.amazonteam.org</a></td>
<td>NG</td>
<td>1) NG/409 WWF-The Netherlands 2) NG/7524 Tropenbos International, The Netherlands</td>
<td>ACT-Europe</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>International National Trusts Organisation</td>
<td>INTO</td>
<td>United Kingdom</td>
<td><a href="http://www.intoorg.org">www.intoorg.org</a></td>
<td>NG</td>
<td>1) NG/406 National Trust of Fiji Islands 2) NG/1597 Saint Lucia National Trust 3) United Kingdom National Committee of IUCN Members</td>
<td>INTO</td>
</tr>
</tbody>
</table>

## Membership applications deferred by the 26th meeting of GCC

| Meso and South America | 1 | Centro Regional Ramsar para la Capacitación e Investigación sobre Humedales en el Hemisferio Occidental (Ramsar Regional Center for Training and Research for the Western Hemisphere) | CREHO | Panama | https://creho.org | NG | 1) NG/1249 Fundación para la Protección del Mar, Panama 2) NG/22351 Asociación Centro de Estudios y Acción Social Panameño, Panama 3) NG/25034 Parque Natural Metropolitano, Panama | CREHO |
| West Europe | 2 | Fondazione UNA (UNA Foundation) | UNA | Italy | www.fondazionena.org | NG | 1) NG/1036 Federparchi, Italy 2) GA/22714 National Park of Cilento, Vallodi Diana and Alburni, Italy | Una |

**Af** Affiliates  
**IP** Indigenous peoples’ organisations  
**GA** Government agencies  
**NG** National Non Governmental Organisations  
**IN** International NGOs