



Documents of the 69th Meeting of the Bureau of the IUCN Council
Gland, 15-16 May 2017

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[Compiled by Luc De Wever, Secretary to Council]

¹ Refers to the page number of the present pdf file (47 pages)

² Note that the documents submitted to the Bureau for consideration may differ from any of these documents subsequently approved by the Bureau, modified as the case may be, and attached to the decisions and the summary minutes of the Bureau meeting.

A. SUMMARY MINUTES OF THE 69th BUREAU MEETING (with Annex 1 and 2 and Annex A)



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

69th Meeting of the Bureau of the IUCN Council
held in person on 15-16 May 2017 at the IUCN Headquarters, Gland (Switzerland)

Summary Minutes

Approved by the Bureau of the IUCN Council at its 70th Meeting on 6 June 2017

Present: see [Annex A](#) attached hereafter

Preliminary note:

- a. Unless stated otherwise, all decisions of the Bureau were adopted by consensus
- b. To avoid unnecessary repetition, the present summary minutes do not summarize presentations if their content is reflected in the documents or PowerPoint presentations to which reference is made in, or which are annexed to the present summary minutes

Monday 15 May 2017 from 9:00 to 18:00

Agenda Item 1. President's opening remarks and approval of the agenda [Bureau document B/69/1 Rev1 dated 9 May 2017]

Welcoming the members of the Bureau and the Director General, the IUCN President explained that, this being the first meeting of the Bureau in the current quadrennium and also the first meeting since the previous Council enhanced the level of responsibility of the Bureau, this face-to-face interaction would allow Bureau members to develop an effective working relationship. This Bureau meeting includes consideration of several strategic matters as well as the follow-up to the February Council decisions. He appreciated the Director General's prompt support to make the necessary arrangements for the meeting despite the short notice. Following the Paris Agreement and the global commitment to SDGs, it was important to seize the momentum to make IUCN more relevant than ever before. While remaining accountable to Council who ultimately takes the decisions, the Bureau must now implement its enhanced role in order to enable the Council to effectively and efficiently assume its strategic direction and oversight functions. The IUCN President assigned to Jennifer Mohamed-Katerere the task of supporting the Secretary of Council with recording the decisions and preparing the minutes of the Bureau meeting.

At the invitation of the IUCN President, the Bureau approved the agenda (Rev1 dated 9 May 2017) with the addition of a new Item 7 (all remaining agenda items to be renumbered): Letter of 11 May 2017 from the Chairs of the IUCN Commissions to the President and the Director General and the Director General's response of 13 May 2017. [The letters were distributed during the Bureau meeting]. A member of the Bureau expressed concern that the agenda did not provide sufficient time to reflect on the rapidly changing external environment and risks involved, and how IUCN was to respond to these challenges in order to remain relevant.

[Later during the Bureau meeting, a new Item 10.3 was added: Letter A. Claparols on behalf of the Ecological Society of the Philippines, 15 January 2017]

BUREAU DECISION B/69/1

The Bureau of the IUCN Council,
adopts the agenda of its 69th Meeting. ([Annex 1](#))

Agenda Item 2. Update on the follow-up to the outcomes of the 92nd Council Meeting and, as required, consideration of any recommendations for decision of the Bureau [Bureau document B/69/2/1 Follow-up to the 92nd Council Meeting – list of pending issues - status 8 May 2017]

The Secretary to Council introduced the list of actions required as recorded in the decisions and summary minutes of the 92nd Council Meeting (incl. the reports of the standing committees to Council).

During the discussion, it was observed that the recommendations of the previous Council concerning the elaboration of detailed procedures to harmonize the Commissions' nominations process in order to give full effect to Regulation 30bis should be approved in 2018 and not left to 2019. The question was also raised as to whether the GCC was best placed to undertake this work. The Legal Adviser clarified that it was the role of the GCC (as per the TOR approved at the 92nd Council Meeting) to support the Council in relation to governance matters of the Union, including statutory and regulations reforms as required. In addition, she recommended the Bureau to follow the nomenclature of Council subsidiary bodies adopted by the Council with the enhanced practices and reforms of IUCN's governance in 2016.

The proposal was made that the Bureau facilitates the identification of all governance issues that may need update or reform during the 2017-20 term and to formulate a proposal for a process and timeline for each issue, in order for the Council and its committees to timely discuss the most appropriate way to address those issues and, where appropriate, begin the formulation of concrete proposals including, as required, amendments to the Statutes, Rules and Regulations, the Council's Code of Conduct and the Council Handbook.

The Bureau agreed to establish a small group chaired by Jennifer Mohamed-Katerere, with Antonio Benjamin (co-chair) and one or two Councillors and/or external individuals to be proposed by the President, if so required, and with the support of Sandrine Friedli Cela (IUCN Legal Adviser) and Luc De Wever (Secretary to Council), with the purpose of identifying areas for further improvement of IUCN's governance beyond the reforms approved by the 2016 Congress and the "Enhanced practices and reforms of IUCN's governance" approved by Council in April 2016. The small group shall report back to the Bureau in November 2017 with its findings, following which the Bureau will recommend to Council, for each of the reforms identified, a process with timeline leading to the formulation of concrete proposals including, where required, proposed amendments to the Statutes, Rules and/or Regulations and any other instruments that may be considered necessary.

With reference to changes in the membership of Council's standing committees that had occurred during and following the Council, the IUCN President informed the Bureau that he had consulted the Vice-Presidents and agreed with them that the membership of the Council's standing committees should be in accordance with the provisional membership as presented by the Vice-Presidents to Council prior to the first meeting of the committees of 8 February 2017 - which was largely based on the preferences expressed by Council members. With the exception of Norbert Baerlocher, appointed by Council as Councillor from the State in which IUCN has its seat, who - following a request from his authorities - will be a member of the Finance and Audit Committee. If a certain topic to be discussed by another committee appeals to a Council member who's not a member of the committee concerned or if the topic is related to his/her specific unique expertise or the business that s/he is in charge of within the Union, s/he may attend and intervene at that specific session upon the consent of the chairs of both committees concerned, but the voting rights and official membership of that Councillor will remain in their original committee. The role of the standing committees is to make recommendations to Council and so, all Council members have the opportunity to participate in the decision-making process of all proposals, whichever committee has prepared them. The Bureau consented to this procedure and process and no objection was received.¹

Agenda Item 3. Presentation on the enhanced responsibilities of the Bureau, as approved by the last Council specially to apprise the new members [[PPT presentation B/69/3 – Responsibilities of the Bureau](#)]

The Secretary to Council made a brief presentation to recall the decisions of the 88th Council Meeting (April 2016) to enhance the role of the Bureau and delegate more to the standing committees with the view to enabling the Council to be more strategic and exercise high-level oversight.

During the discussion, the following observations were made:

- Council approval of committee reports including of draft Council decisions without discussion requires an extra effort by all Council members to provide input to the work of the committees of which they are not a member; this necessitates bringing the committee agenda and documents to the attention of all Council members in advance of the meeting and prompt sharing of all the information made available during the committee meetings;
- Opportunities to review the impact of the governance reforms of 2016 include: 1) the external evaluation of IUCN governance to be commissioned by Council every 4 years in time to be reviewed by Council at mid-term (see Council Handbook p. 5); 2) the annual report on evaluations which will include an update on the follow-up to the Management's Response to the 2015 External Evaluation of Aspects of IUCN's Governance; and 3) the small group set up by the Bureau under Agenda Item 2 (referred to above).

Agenda Item 4. Strategic session to discuss and appraise IUCN's performance [[PPT presentations B/69/4 a + c](#) [PPT - Framework funding: B/69/4 b](#) [PPT - Expansion of IUCN financing avenues; and B/69/4 d](#) [PPT - Information Systems Presentation](#)]

Following the Director General's (DG) introduction of Agenda Items 4 a) to c) [*Cf. the PPT presentations referred to above*], the following points were raised during the discussion:

- In response to questions about the risk assessment following reductions in framework income, the limits of GEF income because of the ceilings involved and the uncertainties around GCF funding, the DG explained that an integrated risk management framework will be rolled out in the Secretariat, developed by Sharon Fitzpatrick, the Head of Oversight, and benchmarks for monitoring income will be developed. The risk management framework should ideally also include the Commissions which manage funds. It will enable the Finance and Audit Committee and Council to fully engage in the assessment of and response to strategic risks.
- In response to a question regarding the US continued contribution to the GCF and how this might affect the contribution of others, the DG responded that while there has been a clear agreement among the GCF donors on formula based burden sharing, the DG was cautiously optimistic that the international community would live up to the commitments made, even if the US were to withdraw.
- With respect to non GEF and non GCF resources, the DG, referring among others to the EU (The Biodiversity and Protected Areas Management Programme - Biopama project) and Germany, also noted positive trends in our relations with other donors. The discussion with Norway and the EU demonstrates the need for IUCN to be considered as an

¹ Note from the Secretary to Council: It means in practice that, after agreement with him, Michael Hosek will be a member of the Programme and Policy Committee (PPC) instead of the Governance and Constituency Committee (GCC) as had been recorded in Council decision C/92/3 (Annex 4).

International Organization; this would pave the way for in-budget contributions, which in turn requires that IUCN continues to effectively address the weaknesses in IUCN's systems identified by the EU audit (the 2014 "pillar assessment").

- Exploring the identification of new donors beyond the traditional ones, the DG noted that the days of easy access to unrestricted funding are coming to a close and the focus is therefore on maintaining the current donors and on targeting those that might be interested. Further, considerable effort is being invested in developing relations with new philanthropists but it will take time and requires due diligence.
- Questioned about the level of involvement of IUCN Members in the implementation of the IUCN Secretariat managed project portfolio, the DG recalled that a Project Portal based mechanism of self-reporting by the senior management revealed that an average of 60% of projects involved IUCN Members. With over 1,400 members, however, the DG highlighted that it needs to be understood that most members will not be involved in IUCN project activities.
- In response to a question of activities undertaken by IUCN members, the DG recalled that, funds allowing, the Portal will be expanded such that by 2020 IUCN Members can report directly into the Portal about their contributions to Programme results.
- With respect to databases and systems, questions were asked about the extent of engagement with the full diversity of members (including small national NGOs, IPOs and Women's Organizations) and not only large well-established organizations. The DG acknowledged that these indicators were not well included in the current monitoring system and encouraged Council and Bureau to continue challenging the Secretariat as to the level of ambition regarding the systems required to provide the adequate data we need (including e.g. the type of Member organizations such as indigenous peoples' organisations, the organisations meeting gender and other criteria etc.). But she also stressed, and as demonstrated during the Council Retreat in February 2017, that the roll out of the Project Portal has been and will continue to be a massive undertaking for the Secretariat.
- With respect to on-granting, the DG emphasized that on-granting programs remain important and strategic although with modest amounts involved and that different donors have different requirements with respect to fiduciary controls. In addition, as donor governments are accountable for the resources, they generally prefer competitive bidding for on-granting as opposed to sole-sourcing. As a consequence, therefore, it is not always a given that an IUCN member will be the selected partner.
- On the question how well IUCN advocates for itself and the conservation imperative, the Bureau members and the DG stressed the important achievement of having mapped the IUCN programme against SDGs and using this as a base for broader communication action.
- Concerned to avoid having to dig further into the reserves, Bureau members considered 2017 a particularly important year and suggested that a mechanism be developed to keep the Bureau informed and engaged with support in achieving targets and in reporting to Council.

The Bureau concluded, following comprehensive discussions on the financial challenges facing IUCN and the response pathway being followed, that a liaison group comprised of members of the Bureau (to be finalized by the President after consultations) will be established with the purpose of gathering further relevant information for establishing time bound financial targets and keeping track of progress towards the achievement of these targets in order to report back to the Bureau and, if required, composing a draft formal decision for Council. The IUCN President requested Ayman Rabi to chair the group.

Following the Chief Financial Officer's (CFO) introduction of Agenda Items 4 d) [Cf. the PPT presentations referred to above], the following points were raised during the discussion:

- In response to questions, the CFO explained that it is not possible to say what the costs of Information Systems (IS) were prior to 2014 because there was no common way across the many IUCN offices of accounting for them in view of the absence of standard reporting and accounting standards prior to that time. IUCN now has a common accounting system enabling it to know and control IS related costs. System changes in the regional/country offices are implemented in a way that allows training and feedback which is resulting in a high degree of satisfaction once the staff see the actual benefits. The Secretariat now has statistics on Members' use of the Union Portal. Members' uptake should become much better. That is why the Secretariat is working towards making the Portal more user-friendly by e.g. improving the search capacity.
- In response to a question on fraud detection, the CFO noted that for fraud detection, the Secretariat relies more on the control environment than on the actual information system itself: managers must review and investigate unusual transactions. The Finance Hubs that are being created will be important in this regard as adequate segregation of duties is particularly challenging for smaller offices.
- With regard to the Project Portal, the DG explained that the donors are impressed with the progress made as they are now able to receive data by SDG and other criteria. In the period 2017-20, the Secretariat will be experimenting with a self-reporting tool for IUCN Members to input their contributions so that by IUCN should be able to report the total of the Union membership contribution towards the 2030 goals. Bureau members commended the Secretariat for the progress made with Information Systems, global connectivity and Project Portal. In response to a suggestion to make Skype for Business available to all Commission members so that global "webinars" can be held periodically, the DG explained that the license required for every user would make the cost prohibitive but in the same way as the Secretariat does, presentations are at times taped and could be made available cost permitting.
- On the question that the .5% charge on projects (approved by Council in 2014 to enhance IS services) was not viable in the Region and that the same services would be obtained cheaper in the local market, the DG and CFO stressed the

imperative of modernizing what was a deeply fragmented and unconnected organization that was highly exposed to data loss and inability to monitor and report on a growing portfolio. The CFO also noted that it is difficult to place a value on the vastly enhanced centralized Information Services that guarantee global connectivity and business continuity as these values are not easily measured (providing a more secure IS environment preventing the loss of data because of hacking etc.). Further baseline data are lacking to compare against the level of services available in the regions prior to 2014, nevertheless a key objective is to provide an increased level of Information Services on an on-going basis at a reduced transfer cost and time for the regions (55 offices) and HQ. Costs will be monitored and reported.

Agenda Item 5. Other strategic issues [*PPT presentations [B/69/5 a PPT - Organisational change process](#) and [B/69/5 b, c and d PPT - HR Topics](#)*]

Following the Director General's presentation of the Organisational Change Process [*Cf. the PPT presentations referred to above*], the following points were raised during the discussion:

- The DG explained that the change process of the IUCN Secretariat is necessary in order to be able to continue serve the IUCN membership. In 2015, her first year as IUCN's DG, the donors called the DG to order for serious weaknesses in IUCN's reporting. According to members of the Secretariat's Leadership Team at that time, the reductions in Framework funding had been anticipated since 2012 but apart from general budget cuts across the entire Secretariat, no other measures had been taken to address this issue. IUCN aspires to become again the recipient of choice in donor capitals.
- In response to terms such as decentralization/centralization, the DG emphasized the importance of speaking of IUCN as a platform to service our Members and donors in return for the grants and membership dues they provide to further our conservation and environmental mission. While decentralisation is IUCN's strength, IUCN cannot be effective without centralized financial, procurement and HR systems etc. because IUCN will not be successful without an accurate reporting system that satisfies donors' strict audit and accounting needs. Unfortunately, some consider this bureaucratic, however, as anyone will know managing tax payers resources requires fiduciary controls, timeliness and accuracy. The DG mentioned that she already saw indications of donors' increased respect for IUCN as a result of progress made with systems development.
- In response to a question how the functions related to social policy and indigenous peoples were going to be transitioned after the sudden announced departure of a long-serving staff member, the DG explained that IUCN must not only maintain its current expertise on social science but that IUCN must significantly expand it, ensuring that our approaches to rights, gender, equitable governance and indigenous peoples are consistent with IUCN's Resolutions and that they are systematically applied across all our conservation activities. The DG was asked what provision had been made to ensure that IUCN can continue to serve at the same level and she advised the Bureau that a P2 position had been created. She referred for more detail to her letter to the Commission Chairs [*Cf. document [B/69/7 Commission Chairs' letter and Director General's response 13 May 2017](#)*]. The DG assured the Bureau that the relationship with the Human Rights Council in Geneva and the United Nations Indigenous People's Forum in New York will be enhanced and that there are strong opportunities and cost savings for basing staff in the US.
- To the question what actually drives the change process and whether staff affected by the redundancies are valued for their contribution to IUCN, the DG reiterated that the change process is about achieving greater impact, effectiveness as well as efficiencies in IUCN's systems in order to deliver more expeditiously on the IUCN Programme, more than it is about restructuring. The number of redundancies has been and is expected to be kept small. Bureau members expressed concern about high-level redundancies in the organization without prior information to the President or Bureau and reiterated that the President and Bureau if engaged, could provide advice and help smooth transitions.
- The CFO added that he expected the mid-term budget review to show a projected year-end deficit that is lower than the CHF 2.0 m approved as part of the 2017 budget. The results will be communicated to the FAC as soon as they are available.
- Concerned to exercise sufficient governance oversight and accountable to Council and ultimately the IUCN membership for ensuring that the change process made the Union more united and effective, Bureau members requested that a mechanism be designed to keep the Bureau and Council informed on the purpose and impact of the change process, enabling them to understand the changes, respond to questions and concerns from the membership and provide input where required, recognizing that the DG remains responsible for the change process.
- The DG appreciated the opportunity for exchange at this first Bureau meeting and, in addition to the DG's monthly reports, presentations made in Council and the present Bureau meeting, would be happy to communicate more to the Bureau on key issues with the exception of staffing issues.
- The IUCN President thanked the Bureau and the DG and Secretariat for a very constructive, frank and insightful exchange of views. The importance of the change process required a thorough discussion with a view to building consensus on many fundamental issues such as the core strength / efficiency of IUCN, which justified the convening of a face-to-face meeting. The Bureau felt accountable to Council and ultimately to the IUCN Members to provide a solid base for understanding and trust among all parts of IUCN.

Following the Director General's presentation of the HR Topics [*Cf. the PPT presentations referred to above*], the following points were raised during the discussion:

- In response to the question whether the staff morale has improved since the staff survey, the DG explained that there was a sense of a heightened anxiety around December 2016 but since global town halls have been held periodically,

with the confidential (external) listening post becoming operational which since January 2017, has been followed up by the DG's monthly response to all (anonymous) questions and, together with all other documents of the change process, made available in the Union Portal, and since Mark Smith is available for any questions or inputs, the comments from staff had changed in tenor, from concern to asking constructive questions to better understand the actual changes being rolled out.

- In addition, there has been positive response to some of the changes being rolled out that seek to address areas that have been un-transparent in the past such as, for example, no consistency of promotions across the Secretariat.
- In response to the questions around the Staff Survey, the DG responded on her interpretation of some of the low and the high scores. She further noted that measures are being taken to increase visibility and effective communication, such as the minutes of the LT meetings which are being posted in the Union Portal accessible to all staff worldwide and the town halls that are becoming more important communication tools. The DG was confident that with the changes she was making, the IUCN Secretariat would become a significantly different organisation without having to resort to massive firing. She also informed the Bureau of her intent to roll out the full Staff Survey every year
- With respect to the (last) slide about the requirements for reporting to the FAC on HR issues, the Bureau members agreed to the DG preparing a collation of documents considered relevant for the FAC to exercise its oversight role in addition to the revision of the Staff Rules which have not been updated since 2003, and subsequently to request the FAC whether it wishes to receive additional information.
- The DG informed the Bureau that since the beginning of 2017, IUCN was granted an exemption from the restrictions of Swiss immigration laws which had limited IUCN's ability to recruit from countries outside the EU. This will enable to increase diversity when recruiting Gland based staff. The DG acknowledged that greater regional diversity of staff in Gland needed to be achieved.
- Several Bureau members asked the DG to engage with the Bureau in making changes to staff at a senior level given the potential impacts on staff morale and potential implications for the delivery of the Programme.

After a detailed discussion of the organizational change process, the valuable and incisive findings of the December 2016 staff survey, and other HR related matters, the Bureau decided to establish a liaison group composed of members of the Bureau (to be finalized by the President after consultations), with the purpose of serving as contact point of further exploring the current HR procedures and policies, rules and practices applied within IUCN with the objective of reporting back to the Bureau with its recommendations and, if required, composing a draft decision for Council with the objective of reporting back to the Bureau as appropriate and making recommendations to Council if necessary. The President requested Ali Kaka to chair the group.

Tuesday 16 May 2017 from 9:00 to 15:00

Agenda Item 6. Update on work by the Standing Committees of the Council including required intervention/decisions by the Bureau:

1. Finance and Audit Committee (FAC)

Ayman Rabi, Chair of the Finance and Audit Committee (FAC) announced that the FAC will hold a conference call on 30 May 2017 to review the 2016 financial statements and the external auditors' report. On 15 May, he had had a brief meeting with the auditors who confirmed that the audit will be ready in the following week. Swiss law required the Bureau's approval of the audit financial statements before the end of June. He was confident that also the Commission Financial Rules would be ready for review by the FAC at its forthcoming meeting. The outstanding issue about the socially responsible investment policy referred from the previous Council will be taken up by the FAC in November.

During the discussion, the following matters were raised:

- The Director General noted that, as the February Council was an inaugural meeting, and the Secretariat therefore did not know ahead of the meeting who the FAC members would be, the FAC could not receive the level of financial information it would normally receive ahead of each meeting in accordance with the Strategic Planning and Reporting Framework approved by Council and which a member of the Bureau who was also a member of the FAC 2013-16 considered very adequate. The Chair of FAC was concerned to receive financial updates as part of a regular communication flow in addition to formal reports.
- The CFO will distribute the audited financial statement to FAC and Bureau as soon as they are available.
- On the issue of the long time it required to conclude a Doodle poll to determine meeting dates, the IUCN President requested Council members to be responsive and answer such requests as quickly as possible. A Bureau member suggested that the small group set up to identify governance reforms also considers whether the rule sanctioning repeated absence from Council is still relevant.

2. Programme and Policy Committee (PPC)

Jan Olov Westerberg, Chair of the PPC, informed the Bureau that he had consulted the PPC on follow-up issues from the 92nd Council meeting, in particular the ToR of the task forces:

- The Climate Change TF: draft ToR had been received from the core group established by the PPC in February 2017 and chaired by Angela Andrade, with Kristen Walker, Ana Tiraa and Carlos Durigan as members, with support from Sandeep Sengupta on behalf of the Secretariat;
- The Urban TF: draft ToR were being prepared by Jonathan Hughes;

iii. The Private Sector TF: draft ToR were being prepared by Jonathan Hughes with the support of John Robinson. A discussion was being held on the need for thematic Council Focal Persons. The Chair of PPC's personal view was that Regulation 45bis should be amended in order to make it more generic and allow Council to formalize the appointments it considers necessary, such as the one about Gender identified in February, for which Jesca Osuna was nominated. The Chair of PPC was going to discuss with his colleagues of the FAC and GCC how to resolve overlap between Council committees (e.g. obsolete Congress Resolutions and indigenous peoples' organisations). Also the possible overlap between TF and Secretariat needed to be addressed. He was going to meet with Cyrie Sendashonga to discuss the calendar for the preparation of the IUCN Programme 2021-24 as well as the PPC's role in the Commission planning and reporting process (as per the Strategic Planning and Reporting Framework approved by Council in 2016). He intended to convene a remote meeting of the PPC in June. As time for education of new Council members was short last February, the Chair of PPC proposed that the committees be given 2 days to meet in advance of the 93rd Council meeting.

During the discussion, the following points were raised:

- The Chair of PPC agreed to transmit to PPC Antonio Benjamin's proposal to include in the ToR of the Climate Change TF that each Commission be invited to appoint one Commission member to the TF.
- The ToR of the task forces will also provide for the membership of Secretariat staff. The IUCN President added that, contrary to Council and Council committees which are in charge of Union wide oversight and strategic direction and can therefore only have elected members, the task forces worked on specific time-bound issues and so provided more flexibility, with Councillors, Secretariat staff members and Commission members participating on an equal footing.
- The IUCN President suggested to the Chairs of the committees that it is not necessary to restrict the search for task force chairs to the committee itself, but to reach out for the most experienced, willing and capable person from within the wider Council.
- Task forces are a very good mechanism to actively engage a broader range of people to further Council's agenda, leaving the decision-making to Council.

3. Governance and Constituency Committee (GCC)

Jennifer Mohamed-Katerere, Chair of GCC, referred to the report for the background information on the draft decisions presented to the Bureau for approval. [\[B/69/6.3/1 – GCC Recommendations to the Bureau on membership admissions and changes of category\]](#)

Consideration of 14 membership applications submitted by 31 December 2016

During the discussion, the following issues were raised:

- The objections to the application from the David Suzuki Foundation is related to the question whether the applicant opposes to IUCN's Sustainable Use Policy and the SSC Guidelines on trophy hunting (in relation to trophy hunting of grizzly bears).
- As has been the case for the application of the International Fund for Animal Welfare (IFAW) discussed during the February 2017 Council, an extra effort is required to increase Councillors' understanding of the policies and guidelines before a decision on substance can be taken. A Council discussion has therefore been opened in the Union Portal on IFAW's application. This issue touches upon the very DNA of IUCN as we witnessed during the discussion about Motion 007 in Hawaii and during the online discussion and forthcoming vote of the IUCN membership on the question of reversing Council's admission of BFF. The GCC's role was to lead and prepare a good discussion in Council.
- The Chair of GCC advised that the Chair of the SSC/CEESP Specialist Group on Sustainable Use and Livelihoods be invited to assist the GCC and possibly also Council, by electronic communication or in person.
- The suggestion was made to improve the sophistication of IUCN's guidelines and our assessments, and to broaden the discussion about hunting as a sustainable use tool beyond SSC in order to include wider considerations and input such as WCEL which has been considering ethical aspects.
- The GCC had decided to look into ways to strengthen the due diligence as part of the admission process.

BUREAU DECISION C/69/2

The Bureau of the IUCN Council,

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

1. approves the admission of 12 organizations and/or institutions applying for IUCN membership in accordance with Regulation 18 (**Annex 2**²);
2. notes the GCC's deferral of its consideration of the membership applications from:
 - a. Asociación para la Protección de los Recursos Naturales Renovables (Guatemala) until further information will have been received enabling the GCC to verify that the conditions for admission are fulfilled; and
 - b. David Suzuki Foundation (Canada), which received objections from IUCN Members, until the 93rd meeting of IUCN Council (November 2017).

Consideration of the membership applications from Tajjin (AITA Foundation), China and Window to Environment Association, Lebanon, deferred by the 92nd Council in February 2017

During the discussion, the following issues were raised:

² Annex 2 also includes 10. Window to Environment Association, Lebanon which is the object of Bureau decision B/69/3.

- The key question for Council to resolve in this and potential other future cases involving the topic of hunting is whether a Member or an applicant is automatically disqualified if they do not endorse all or part of IUCN's policy. The answer to this question may empower a small group within IUCN to block admissions thereby reducing the diversity of IUCN's membership.
- The Chair of GCC requested approval of the draft decision while noting in the summary minutes that the GCC is preparing a Council discussion on these issues in order to enable Council to take a decision in November 2017.

BUREAU DECISION C/69/3

The Bureau of the IUCN Council,

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

1. approves the admission of Window to Environment Association³, Lebanon, in accordance with Regulation 18;
2. notes the GCC's deferral of its consideration of the objections to the membership application of Tajjin (AITA Foundation), China, until the 93rd Council meeting in November 2017 in order to consider further information requested on the IUCN Sustainable Use Policy.

Change of membership category of two current IUCN Members

BUREAU DECISION C/69/4

The Bureau of the IUCN Council,

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

approves the request from two current IUCN Members, Turtle Conservancy, USA and the Arab Network for Environment and Development, Egypt, to change their membership category from National Non-governmental Organisation (NGO) to International Non-governmental Organisation (INGO).

Name change of one current IUCN Member

BUREAU DECISION C/69/5

The Bureau of the IUCN Council,

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

takes note of the change of name of one current IUCN Member from "Kaz Dagı ve Madra Dagı Belediyeler Birliđi" (Union of Municipalities for Kaz and Madra Mountains) to "Ege ve Marmara Cevre Belediyeler Birliđi" (Union of Municipalities for Aegean and Marmara Environment), Turkey.

The Chair of GCC informed the Bureau of work in progress in GCC:

- WCC-2016-Res-003 about including regional authorities in IUCN: a pre-working group established by GCC in February 2017 under the lead of the Deputy Chair of GCC is preparing decisions for GCC and Council to take in November on the WG ToR and membership.
- Performance Tools of the Council Handbook: a small group of GCC members assisted by the Secretariat has developed proposals now under consideration by the GCC, for consideration by the Bureau at its next meeting.
- The Union Development Group is preparing a detailed membership survey to provide the basis for preparing the new membership strategy.
- The Chair of GCC was consulting with other Committee Chairs regarding the allocation of Resolutions pertaining to constituency matters that needed to be declared obsolete in response to WCC-2016-Res-001.

Agenda Item 7. Letter of 11 May 2017 from the Chairs of the IUCN Commissions to the President and the Director General and the Director General's response of 13 May 2017 ([B/69/7 Commission Chairs' letter and Director General's response 13 May 2017](#))

Antonio Benjamin, Chair of the World Commission on Environmental Law (WCEL) and representative of the Commission Chairs in the Bureau, introduced the letter from the Commission Chairs and the Director General summarized her response to the Chairs.

During the discussion, the following points were raised:

- As also highlighted in her response to the Chairs, the Director General appreciates the Chairs' reaching out to her. However, looking ahead, she suggested that when and if issues crop up, they simply reach out to her more quickly so that these can be resolved along the way. To this end, she has contacted all Chairs to set up regular monthly phone calls.
- Explaining why Commission Financial Rules were required regarding cash income and expenditure received / incurred by other entities on behalf of IUCN Commissions and in-kind support received from other entities, the Director General referred to the Statutes and the Regulations, which state that the Chairs "shall ensure that there is proper authorization of expenditure for Commission activities and operations and that there is proper accounting of all Commission funds" (Regulation 82) and that "the Council shall adopt financial rules for the Commissions to facilitate their capacity to raise funds and manage these with autonomy." (Regulation 83) The DG further referred to the European Union's 2014 audit ("pillar assessment") which was part of the standard procedure on IUCN's way to achieving International Organization

³ See Annex 2 for more information about this organization.

status with the EU which, if granted, would enable massive EU budget support for IUCN. To get there, all risks identified by the audit must be addressed, including effective Commission operating rules which fall outside the Director General's remit. It is on this background that she requested the Bureau's approval of rules that have been under development since the end of 2014.

- Both Antonio Benjamin and the Director General expressed confidence that the issues raised in the Chairs' letter could be resolved and committed to working out the issues as per the letter exchange.
- Also confident that solutions could be found for the outstanding issues with regard to the Commission Financial Rules prior to the FAC meeting of 30 May 2017, the Chair of the FAC offered to contribute. It was agreed to convene a remote meeting of the Chairs with the Chief Financial Officer (CFO) with the participation of the Chair of the FAC. The CFO will provide a detailed response to the Chairs' comments prior to the meeting.
- On the issue of the turn-around for Secretariat approval of contracts, the Director General and the Legal Adviser clarified that the normal turn-around for a standard contract is 2-3 weeks. In addition, the Legal Adviser explained that other factors have to be taken into consideration, in particular when contracts entail unclear or controversial clauses or other complexities, where more time is required for internal clarifications as well as for negotiations with the other party until final clearance by the Office of the Legal Adviser and the different units involved (programme, finance and/or HR) and signature. In such cases, everyone involved should be informed of the estimated time required for approval.
- The Bureau agreed that in regard to the contract sign off process the secretariat must set a time threshold to finalize the sign off with partners, as long pending contracts may adversely affect the ability of IUCN to raise funds.

The Bureau noted with appreciation the recent correspondence between the Commission Chairs and the DG over a range of important endemic issues and encouraged the need to have timely communication channels established with the Bureau especially on financial and HR issues including the removal/departure of any senior leadership staff. In this regard, the liaison groups referred to under Agenda items 4 and 5 (above) were asked to work with the Secretariat and, if required, to provide recommendations for the Bureau to consider.

Agenda Item 8. Follow-up to Council's discussion on its Strategic objectives and priorities for 2017-20, if required further after discussion on items 4 and 5 above

The IUCN President recalled the discussion during the 92nd Council Meeting which was a very productive first step in the process leading to the definition of strategic priorities and measurable objectives for the Council for the next 4 years. [*cf. the Summary Minutes of the 92nd Council Meeting, pp. 11-12*]

During the discussion, the following points were made:

- While the 1st and 3rd strategic priority areas identified during the 92nd Council Meeting (income stability and implementation of the One Programme Approach) had already been the focus of the Director General and the Bureau, the 2nd priority area, the need for a stronger value proposition required more attention. Peter Cochrane volunteered to prepare a conversation starter on the value proposition;
- Pointing at the close link between the strategic risk analysis and strategic priorities, the suggestion was made that each Council meeting should have a strategic session, not only to discuss the strategic risks but also to define IUCN's forward looking response to each risk, align Council's priorities and objectives accordingly and take stock of progress at each Council meeting;
- Reference was made to the Hawai'i commitments on which IUCN needed to define its course of action;

While concluding that the formulation of Council's strategic priorities required more reflection, the IUCN President emphasized the importance of a strong value proposition in order to speak with one voice, and encouraged the standing committees of the Council to think more strategically and not only mitigate risk but also capture opportunity.

Agenda Item 9. Future Agenda and priorities for the Bureau in the period until the next Council meeting

The IUCN President reminded the Bureau that it will need to convene a remote meeting following the FAC's meeting on the 30 May 2017 to consider the recommendations of the FAC regarding the IUCN 2016 Audit Financial Statements and the Report of the External Auditors, as well as the Commission Financial Rules. He requested the Secretary to Council to issue a Doodle poll to determine a date between 6 and 9 June.

There was general agreement in the Bureau to convene another face-to-face meeting of the Bureau within 3 months, to use the existing momentum to further build its cohesion, strengthen its role and support of the Director General to ensure a smooth transition process. The Director General agreed to the proposal and assured the Bureau that the Secretariat would find ways to cover the cost of the meeting. Another proposal by the Chair of the PPC that a two-day meeting of the standing committees be convened as part of the 93rd Council meeting in November 2017, as opposed to a one day meeting, was deferred until 2018 so that adequate budgetary allocations could be made.

In response to a query from a Bureau member about the formal signing of the Code of Conduct the meeting was informed that this had already been done as part of the formalities of the nomination of Councillors prior to the elections held at the 2016 WCC. However, the matter could be further clarified by the Ethics Committee.

The suggestion was made for Bureau to facilitate the development of the value proposition, with the assistance of the Secretariat and the CEC.

Agenda Item 10. Any other item with the permission of the Chair

10.1 Calendar of Council meetings 2017-20 [[Bureau document B/69/9.1/1 Calendar for IUCN Council meetings 2017-20](#)]

The Secretary to Council introduced the Bureau document explaining the linkages between the proposed calendar of Council meetings in 2018, 2019 and 2020, the timing on Council's agenda of strategic, oversight and fiduciary functions and the proposed timing of key process preparing the 2020 Congress.

During the discussion, the following observations were made:

- It would be useful to complete the calendar with detailed milestones for the work of Council committees, the reform of Statutes, Rules and Regulations, the development of the IUCN Programme 2021-24, the Bureau meetings (albeit on a tentative basis) etc.;
- While welcoming an early launch of the motions process, and noting that for very specific reasons only the European Regional Conservation Forum happened very late in 2015, the scheduling of some Regional Conservation Forums in early 2020 (also a Congress year) might be a budgetary restraint for some IUCN Members;
- The Programme and Policy Committee needs to consider an adequate process for the development of the next IUCN Programme, preparing in time for Council's strategic session (95th Council Meeting) while taking into account the need to have relevant results on the implementation of the IUCN Programme 2017-20 which has just begun, and the need to involve the IUCN membership more effectively, which is to happen in a dynamic way instead of a one-time occasion to comment during a RCF.
- The timeline needs to be communicated to the IUCN membership.

The IUCN President supported the planning but warned that we need to ensure a relevant motions process, Programme and value proposition that raises IUCN's profile, attracts high level participants at the 2020 Congress, helps move forward IUCN's finances and strengthens cooperation with the private sector.

BUREAU DECISION C/69/6

The Bureau of the IUCN Council, approves the time slots for the ordinary meetings of the Council in 2018-20 as presented in Bureau document B/69/9.1/1 "Calendar for IUCN Council meetings 2017-20" within which the precise dates will be determined, subject to adaptation as required to take into account important events that may be scheduled in the meantime.

10.2 Announcement about the Council's Ethics Committee

The IUCN President informed the Bureau of his meeting with the Vice-Presidents to constitute the Ethics Committee of Council with the following division of responsibilities relating to Ethics Issues within the said committee:

1. VP John Robinson (North and South America / All Commissions of IUCN)
2. VP Ali Kaka (Africa and Western Asia / the Regions)
3. VP Ana Tiraa (Pacific / In charge of reporting)
4. VP Malik Amin Aslam, Chair (Asia / IUCN Secretariat).

The Bureau acknowledged this decision and no objection was made.

10.3 Letter from The Ecological Society of the Philippines dated 15 January 2017

The IUCN President requested the inclusion of this item in the Bureau agenda. The Secretary to Council summarized A. Claparols's letter and the draft response prepared in cooperation with the Legal Adviser and reviewed by the President and Vice-Presidents. The Bureau requested that a more focused draft response be circulated to the members of the Bureau for further consideration.

Closure

In his closing statement, the President thanked the Bureau members and the Director General for a successful meeting which demonstrated the close cooperation between the President, the Bureau and the Director General based on a shared and deep belief in IUCN, its values and mission, as well as mutual trust, open and honest discussion and constructive communication.

The Director General thanked the President and the Bureau for the very constructive meeting, the mutual trust as we all work for the better of IUCN, and the Bureau's support. The Director General was pleased to announce that the agreement with WWF International was a fact and the office move scheduled for October 2017.



**List of attendees at the
69th Meeting of the Bureau of the IUCN Council, 15-16 May 2017**

PRESIDENT

- Mr ZHANG Xinsheng, China

VICE-PRESIDENTS

- Mr Malik Amin Aslam Khan, Pakistan
- Mr Ali Kaka, Kenya

TREASURER

- Mr Patrick de Heney, Switzerland/United Kingdom (present for Agenda Items 6 and 7)

COMMISSION CHAIR

- Mr Antonio Herman Benjamin, Chair of the World Commission on Environmental Law (WCEL) (participated remotely for Agenda Items 1 to 7)

REGIONAL COUNCILLORS

- Mr Peter Michael Cochrane, Australia
- Mr Rustam Sagitov, Russian Federation

CHAIRS OF THE STANDING COMMITTEES OF THE IUCN COUNCIL

Programme and Policy Committee (PPC):

- Mr Jan Olov Westerberg, Sweden (present for Agenda Items 4 (d) to 10)

Finance and Audit Committee (FAC):

- Mr Ayman Rabi, Palestine

Governance and Constituency Committee (GCC):

- Ms Jennifer Mohamed-Katerere, South Africa

DIRECTOR GENERAL

Ms Inger Andersen

OTHERS

Ms Sandrine Friedli Cela, IUCN Legal Adviser

Mr Mike Davis, Chief Financial Officer (present for Agenda Items 1 to 7)

Mr Nick Bertrand, Chief of Staff, Director General's Office

Mr Enrique Lahmann, Global Director Union Development Group (present for Agenda Item 6.3)

Ms Louise Imbsen, Governance Assistant

Mr Luc De Wever, Senior Governance Manager, Secretary to Council



69th Meeting of the Bureau of the IUCN Council

Meeting in person on Monday/Tuesday 15-16 May 2017
IUCN Headquarters, Gland
Room: Red List A

Agenda approved by the Bureau

Agenda Items
<p>Item 1: President's opening remarks and approval of the agenda</p>
<p>Item 2: Update on the follow-up to the outcomes of the 92nd Council meeting and, as required, consideration of any recommendations for decision of the Bureau <i>See document B/69/2/1 for a list of pending actions from the 92nd Council meeting.</i></p>
<p>Item 3: Presentation on the enhanced responsibilities of the Bureau, as approved by the last Council specially to apprise the new members</p>
<p>Item 4: Strategic session to discuss and appraise IUCN's performance. A situational analysis to be provided in a comparative 2015/2017 format based on quantifiable data and along the following four focal areas:</p> <ul style="list-style-type: none"> a) <u>Framework Funding Agreements</u>: <ul style="list-style-type: none"> i) The number/value of new Framework Agreements signed? ii) The number/value of existing Framework Agreements terminated? iii) Strategy and Plans for follow up on framework donors and new framework donors b) Expansion of <u>IUCN financing avenues</u> with focus on GEF/GCF: <ul style="list-style-type: none"> 1. Value of GEF portfolio formally contracted as well as the value in pipeline? 2. Value of GCF portfolio formally contracted as well as the value in pipeline? c) Details of <u>fundraising</u>, if any, outside of the projects and framework funding including any other options being explored including an update on progress. d) The expenses incurred on the <u>ERP program</u> (0.5% charge) and the <u>demonstrated costs/benefits</u> in directorates as well as regions, quantified in dollar terms.
<p>Item 5: Other strategic issues to be presented and discussed:</p> <ul style="list-style-type: none"> a) Review of aims and objectives of current restructuring and progress report. b) Results of recent staff survey including responsive actions. c) HR policies on recruitment, salaries and benefits, retention, retirement and hiring of senior positions. d) Review of role and responsibility of the HR function in the FAC and how it should be strengthened.
<p>Item 6: Update on work by the Standing Committees of the Council including required intervention/decisions by the Bureau:</p> <ul style="list-style-type: none"> 1. <u>Finance and Audit Committee (FAC)</u> 2. <u>Programme and Policy Committee (PPC)</u> 3. <u>Governance and Constituency Committee (GCC)</u> <i>The GCC presents recommendations about membership admissions, change of membership</i>

<i>category and a Member's name change: see document B/69/6.3/1</i>
Item 7: Letter of 11 May 2017 from the Chairs of the IUCN Commissions to the President and the Director General and the Director General's response of 13 May 2017
Item 8: Follow-up to Council's discussion on its Strategic objectives and priorities for 2017-20, if required further after discussion on item 4/5 above. (cf. the summary minutes of the 92 nd Council meeting, pp. 11-12)
Item 9: Future Agenda and priorities for the Bureau in the period until the next Council meeting ¹
Item 10: Any other item with the permission of the Chair
<p>10.1 Calendar of Council meetings 2017-20</p> <p><i>See document B/69/9.1/1. In case a decision is not made, this matter will be forwarded for further deliberation during the remote meeting of the Bureau scheduled to approve the FAC recommendations referred to below in footnote 1.</i></p> <p>10.2 Letter A. Claparols on behalf of the Ecological Society of the Philippines 15 January 2017</p>

¹ The Bureau will be invited to consider the following matters during a remote meeting to be held following the meeting of the FAC at the end of May/beginning of June:

- i. Approval of the 2016 IUCN Audit Financial Statements and the Report of the External Auditors taking into account the recommendations of the FAC;
- ii. Approval of the Commission Financial Rules (Council decision C/92/10).

Members admitted by the Bureau of the IUCN Council on 16 May 2017

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	N/a'an ku se Foundation ('God will protect us' Foundation)	Naankuse	Namibia	www.naankuse.com	NG	1) NG/1080 Namibia Nature Foundation, Namibia 2) NG/25510 NamibRand Nature Reserve, Namibia	https://portals.iucn.org/union/sites/union/files/doc/25680_naanko.pdf
Meso and South America	2	Asociación Centro Científico Tropical (Tropical Science Center)	CCT	Costa Rica	http://WWW.CCT.OR.CR	NG	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica (Forever Costa Rica Association) 2) NG/25452 Fundación para el Desarrollo de la Cordillera Volcánica Central, Costa Rica (Foundation for the Development of the Central Volcanic Range)	https://portals.iucn.org/union/sites/union/files/doc/25676_cct.pdf
	3	Colegio de Profesionales Forestales de Honduras (The Society of Honduran Foresters)	COLPROFORH	Honduras	http://www.colproforh.org	NG	1) NG/1448 Fundación Hondureña de Ambiente y Desarrollo VIDA, Honduras (VIDA Foundation) 2) IP/24707 Agencia para el Desarrollo de la Mosquitia, Honduras (Agency for the Development of the Honduran Mosquitia)	https://portals.iucn.org/union/sites/union/files/doc/25659_colproforh.pdf
North America and the Caribbean	4	International Institute for Sustainable Development	IISD	Canada	www.iisd.org	AF	1) NG/595 Canadian Wildlife Federation, Canada 2) ST/311 Parks Canada Agency - Agence Parcs Canada, Canada	https://portals.iucn.org/union/sites/union/files/doc/1514_iisd.pdf
South and East Asia	5	Green Future Foundation	GFF	India	http://www.greenfuturefoundation.com	NG	1) NG/25180 Aaranyak, India 2) NG/25323 The Corbett Foundation, India	https://portals.iucn.org/union/sites/union/files/doc/25672_gff.pdf
	6	Ministry of Land and Environment Protection	MoLEP	Korea (DPRK)		GA	not required	https://portals.iucn.org/union/sites/union/files/doc/25678_molep.pdf
	7	Sana Standhari Prani Samrakshan Tatha Anusandhan Foundation (Small Mammals Conservation and Research Foundation)	SMCRF	Nepal	http://www.smcrf.org	NG	1) NG/1044 Environmental Camps for Conservation Awareness, Nepal 2) NG/25379 Green Governance Nepal, Nepal	https://portals.iucn.org/union/sites/union/files/doc/25679_smcrf.pdf
	8	Mindoro Biodiversity Conservation Foundation, Inc.	MBCFI	Philippines	http://www.mbcfi.org.ph	NG	1) NG/1032 Haribon Foundation for the Conservation of Natural Resources, Philippines 2) NG/25143 Foundation for the Philippine Environment, Philippines	https://portals.iucn.org/union/sites/union/files/doc/25673_mindoro.pdf
	9	Non-Timber Forest Products - Exchange Programme Asia	NFTP-EP	Philippines	http://www.nftp.org	IN	1) NG/23882 Both Ends - Environment and Development Service for NGOs, The Netherlands 2) NG/25286 Keystone Foundation, India	https://portals.iucn.org/union/sites/union/files/doc/25674_nftp-ep.pdf
West Asia	10	Window to Environment Association	WTEA	Lebanon	n/a	NG	1) NG/1489 Arab Office for Youth and Environment, Egypt 2) NG/1263 Society for the Protection of Nature in Lebanon, Lebanon	https://portals.iucn.org/union/sites/union/files/doc/1263_wtea_application_documents.pdf
East Europe, North and Central Asia	11	Hunting and Conservation Alliance of Tajikistan	H&CAT	Tajikistan	https://tajwildlife.com/ (currently not working)	NG	1) NG/25107 Caucasus Environmental NGO Network, Georgia 2) NG/25260 Ruajtja dhe Mbrojtja e Mejedisit Natyror ne Shqiperi, Albania (Preservation and Protection of Natural Environment in Albania)	https://portals.iucn.org/union/sites/union/files/doc/25668_hca.pdf
West Europe	12	Panthera Leo Leo	Leo foundation	The Netherlands	http://leofoundation.org/en/	NG	1) IUCN National Committee of The Netherlands, The Netherlands 2) NG/25368 SOVON Vogelonderzoek Nederland, The Netherlands (Sovon Dutch Centre for Field Ornithology)	https://portals.iucn.org/union/sites/union/files/doc/25671_leo.pdf
	13	The Natural Resources Division, Environment and Forestry Directorate, Scottish Government	ENFOR	United Kingdom	http://www.gov.scot	GA	not required	https://portals.iucn.org/union/sites/union/files/doc/25675_enfor.pdf

IN International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)
NG National Non Governmental Organizations

GA Government agencies
AF Affiliates

B. DOCUMENTS SUBMITTED TO THE 69th BUREAU MEETING¹

¹ Note that the documents submitted to the Bureau for consideration may differ from any of these documents subsequently approved by the Bureau, modified as the case may be, and attached to the decisions and the summary minutes of the Bureau meeting.



69th Meeting of the Bureau of the IUCN Council

Meeting in person on Monday/Tuesday 15-16 May 2017
IUCN Headquarters, Gland
Room: Red List A

Participants	
Zhang Xinsheng	Confirmed
Patrick de Heney	Confirmed for Tuesday 16 May only
Malik Amin Aslam Khan	Confirmed
Ali Kaka	Confirmed
Antonio Benjamin	via Skype on both Monday and Tuesday
Jan Olov Westerberg	Confirmed for Monday afternoon 15 May and Tuesday 16 May
Ayman Rabi	Confirmed
Jennifer Mohamed-Katerere	Confirmed
Peter Cochrane	Confirmed
Rustam Sagitov	Confirmed
Inger Andersen	Confirmed
Sandrine Friedli Cela	Confirmed
Nick Bertrand	Confirmed
Luc De Wever	Confirmed
Other members of the Secretariat	As required for specific agenda items

Draft Agenda Rev1

Time	Agenda Items
Monday 15 May 2017 (all day)	
09:00-09:15	Item 1: President's opening remarks and approval of the agenda
09:15-09:35	Item 2: Update on the follow-up to the outcomes of the 92nd Council meeting and, as required, consideration of any recommendations for decision of the Bureau <i>See document B/69/2/1 for a list of pending actions from the 92nd Council meeting.</i>
09:35-10:05	Item 3: Presentation on the enhanced responsibilities of the Bureau, as approved by the last Council specially to apprise the new members
10:05-12:35	Item 4: Strategic session to discuss and appraise IUCN's performance. A situational analysis to be provided in a comparative 2015/2017 format based on quantifiable data and along the following four focal areas: <ul style="list-style-type: none"> a) <u>Framework Funding Agreements</u>: <ul style="list-style-type: none"> i) The number/value of new Framework Agreements signed? ii) The number/value of existing Framework Agreements terminated? iii) Strategy and Plans for follow up on framework donors and new framework donors b) Expansion of <u>IUCN financing avenues</u> with focus on GEF/GCF: <ul style="list-style-type: none"> 1. Value of GEF portfolio formally contracted as well as the value in pipeline? 2. Value of GCF portfolio formally contracted as well as the value in pipeline? c) Details of <u>fundraising</u>, if any, outside of the projects and framework funding including any other options being explored including an update on progress.

	d) The expenses incurred on the <u>ERP program</u> (0.5% charge) and the <u>demonstrated costs/benefits</u> in directorates as well as regions, quantified in dollar terms.
12:35-14:00	Lunch break
14:00-16:00 (14:30) (15:00) (15:30)	<p>Item 5: Other strategic issues to be presented and discussed:</p> <p>a) Review of aims and objectives of current restructuring and progress report.</p> <p>b) Results of recent staff survey including responsive actions.</p> <p>c) HR policies on recruitment, salaries and benefits, retention, retirement and hiring of senior positions.</p> <p>d) Review of role and responsibility of the HR function in the FAC and how it should be strengthened.</p>
Tuesday 16 May 2017 (morning only)	
09:00-10:30 (09:30) (10:00)	<p>Item 6: Update on work by the Standing Committees of the Council including required intervention/decisions by the Bureau:</p> <ol style="list-style-type: none"> 1. <u>Finance and Audit Committee (FAC)</u> 2. <u>Programme and Policy Committee (PPC)</u> 3. <u>Governance and Constituency Committee (GCC)</u> <p><i>The GCC presents recommendations about membership admissions, change of membership category and a Member's name change: see document B/69/6.3/1</i></p>
10:30-11:00	Item 7: Follow-up to Council's discussion on its Strategic objectives and priorities for 2017-20, if required further after discussion on item 4/5 above. (cf. the summary minutes of the 92nd Council meeting , pp. 11-12)
11:00-11:40	Item 8: Future Agenda and priorities for the Bureau in the period until the next Council meeting ¹
11:40-12:10	<p>Item 9: Any other item with the permission of the Chair</p> <p>9.1 Calendar of Council meetings 2017-20</p> <p>See document B/69/9.1/1. In case a decision is not made, this matter will be forwarded for further deliberation during the remote meeting of the Bureau scheduled to approve the FAC recommendations referred to below in footnote 1.</p>
12:10	Lunch break

¹ The Bureau will be invited to consider the following matters during a remote meeting to be held following the meeting of the FAC at the end of May/beginning of June:

- i. Approval of the 2016 IUCN Audit Financial Statements and the Report of the External Auditors taking into account the recommendations of the FAC;
- ii. Approval of the Commission Financial Rules (Council decision C/92/10).

Follow-up to the 92nd Council meeting – list of pending issues - status 8 May 2017

Decision/Agenda Item	Action required	Responsible	Deadline
4. Council committees	Confirm and record any changes in the membership of the Council committees occurring following the adoption of decision C/92/3 (Vice-President Ali Kaka to Luc De Wever, 4 May 2017)	Bureau	Bureau on 15-16 May 2017
Decision C/92/9	Chair CEESP and Secretariat recommend Council response to WCC-2016-Res-075 “ <i>Affirmation of the role of indigenous cultures in global conservation efforts</i> ”	Chair CEESP and Secretariat	PPC at 93 rd Council
5.1.3.3 PPC Report, p.4	Secretariat report on progress made and proposals on a step-wise process to follow-up to Resolution WCC-2016-Res-001 on Identifying and archiving obsolete Resolutions and Recommendations	1. Secretariat proposal 2. PPC	PPC at 93 rd Council
5.1.3.3 PPC Report, p.4	1. Core group of PPC for the preparation of an “ urban task force ” to propose ToR 2. PPC approves ToR, name and membership of the task force	1. core group led by Jonathan Hughes 2. PPC	PPC call 08.2017
5.1.3.3 PPC Report, p.4	1. Core group of PPC for the preparation of an “ climate change task force ” to propose ToR 2. PPC approves ToR and membership of the task force	1. core group led by Angela Andrade 2. PPC	PPC call 08.2017
5.1.3.3 PPC Report, p.4 [Decision C/90/8 Aug 2016]	1. Develop ToR for a Private Sector Task Force 2. PPC approves ToR and membership of the task force [In August 2016, the Council recommended to the next Council to consider establishing a Private Sector Task Force in order to sustain the positive experiences of the current term (2012-16).]	1. Jonathan Hughes at the request of the PPC Chair 2. PPC	PPC call 08.2017
5.1.3.3 PPC Report, p.4	Secretariat update on IUCN’s engagement on food systems	Secretariat	PPC at 93 rd Council
5.1.3.3 PPC Report, p.5	1. Secretariat to conduct a stocktaking study on various pieces of work done by the Secretariat programmes and the Commissions on relationships between healthy ecosystems and human health. 2. This study would then inform PPC at its next meeting to make a recommendation on how to strengthen the inclusion of health dimensions in the work of IUCN.	1. Secretariat 2. PPC	PPC at 93 rd Council
5.1.3.3 PPC Report, p.4 Minutes 92 nd Council p. 7	1. Recommendation PPC of ToR and appointment of a Council gender focal point 2. Recommendation PPC for amendment of Regulation 45bis regarding Council's oceans focal point with a view to making this provision more generic.	1. PPC 2. PPC (and GCC?)	PPC call 08.2017
Decision C/92/10 5.2.5 FAC Report	1. Commission Chairs work with Secretariat / CFO Mike Davis to prepare a revised draft of the Commission Financial Rules 2. FAC to consider revised draft at its remote meeting to be held at the end of May / beginning of June 2017 3. Bureau decision on recommendations FAC	1. Commission Chairs/Secretariat 2. FAC 3. Bureau	1. Mid-May 2. End May/ early June 3. June
Decision C/92/13	1. Bureau decision on recommendations GCC re Tajjin - AITA Foundation and	1. Bureau	1. Bureau on 15-

[Decision C/90/3 Aug 2016] 5.3.3.1 GCC Report, p.4	Window to Environment 2. Council decision (based on new GCC recommendation ?) re International Fund for Animal Welfare	2. Council (GCC?)	16 May 2017 2. 93 rd Council
Decision C/92/14 5.3.3.2 GCC Report, p.5	FAC and GCC prepare membership dues 2021-24 in time for submission to 2020 WCC	FAC & GCC	98 th Council April 2020
5.3.2.2 GCC Report, p.2	1. Pre-working group of GCC to propose to GCC ToR and membership for the working group required by WCC-2016-Res-003 on "Including regional governments in the structure of IUCN" 2. GCC recommends to Council the establishment of the working group 3. Council approves establishment of the working group	1. pre-working group led by Jenny Gruenberger 2. GCC 3. Council	1. GCC at 93 rd Council 2. tbc 3. tbc
5.3.2.4 GCC Report, p.3	1. GCC to make recommendation to Council regarding the three performance tools to be annexed to the Council Handbook 2. The Vice-Presidents acting as Ethics Committee advise the Secretary to Council regarding proposed revisions of the Council Handbook on Code of Conduct issues and/or make recommendations to Council 3. Council approves the Council Handbook (version 23 January 2017) with the revisions proposed by the GCC and the Ethics Committee	1. GCC 2. Ethics Committee 3. Council	93 rd Council
5.3.3.6 GCC Report, p.8 Minutes 92 nd Council p.3	Proposal (email discussion followed by remote meeting) Union Development Group / Enrique Lahmann to GCC regarding opportunities for GCC to provide input to the membership engagement strategy	Secretariat	GCC meeting at 93 rd Council
8. Minutes 92 nd Council, p.12	Council's strategic objectives and priorities 2017-20: " [The President] suggested that the Vice-Presidents examine this further with the assistance of the DG and Secretariat, and report to the Bureau in view of preparing a decision of the Council which could be finalized by electronic communication before the next Council meeting and invited all Council members to write to the President, the Vice-Presidents, the DG or the Secretary to Council with further ideas as input for the Vice-Presidents."	1. Vice-Presidents 2. Bureau	Bureau on 15-16 May
11. Additional steering committee appointments Minutes 92 nd Council, p.13	1. Proposals for additional appointments for the Commission steering committees which the Chairs of WCEL, CEC and CEESP announced during the 92 nd meeting. 2. Bureau takes the decision	1. Chairs WCEL, CEC and CEESP 2. Bureau	1. tbc 2. tbc
11. Minutes 92 nd Council, p.13	"In the absence of any objection, the IUCN President accepted the request from a Council member that Council referred the decision on the appointment of the IUCN Council Global Oceans Focal Point (Regulation 45bis) to the Bureau."	Bureau	tbc
President's concluding remarks Minutes 92 nd Council, p.14	"As a new world order was coming into place, albeit with a lot of unpredictability and uncertainty, it was important to monitor the external environment which was volatile, and to assess how to position the Council. For this purpose, the IUCN President intended to establish a small group of experienced 2nd term Council members, chaired by Andrew Bignell , to work closely with the President."	President	tbc

Actions which the IUCN Council 2012-16 requested from or deferred to the next Council

Decision C/88/19 (April 2016)	Socially responsible investment In April 2016, the IUCN Council requested its Finance and Audit Committee to investigate options for divesting IUCN from petrochemicals, agrochemicals (Syngenta), and tobacco securities of any kind, and report back to Bureau with the aim of having a full discussion at the first ordinary meeting of the Council in the next term (2017-20).	FAC	93 rd Council
Decision C/88/4 (April 2016)	Council, at the recommendation of its Nominations Committee, recommended that the next Council (2016-20) gives consideration to the elaboration of detailed procedures to harmonize the Commissions nominations process among all Commissions in order to give full effect to Regulation 30 <i>bis</i> .	GCC	96 th Council April 2019
Decision C/90/4 (Aug 2016)	The IUCN Council 2012-16 recommended the report of its Climate Change Task Force to the Director General and the next Council for consideration.	PPC	

Prepared by Luc De Wever, Secretary to Council 9 May 2017

69th Meeting of the Bureau of the IUCN Council

Gland, 15-16 May 2017

Agenda Item 6.3

Membership applications and changes of category/name

Origin: Governance and Constituency Committee (GCC)

Required Action

The Bureau of the IUCN Council is invited to consider the recommendations of the Governance and Constituency Committee to:

1. Approve 12 new membership applications and one membership application referred to the Bureau by the 92nd Council meeting;
2. Note the deferral of GCC's consideration of one new membership application and one membership application referred to the Bureau by the 92nd Council meeting.

1. Consideration of 14 membership applications submitted by 31 December 2016

1.1 12 new membership applications that fulfil the requirements of the IUCN Statutes and Regulations and met with no objections from IUCN Members

The Governance and Constituency Committee considered the 14 membership applications which have been received by the deadline of 31 December 2016 and were circulated to IUCN Members on 3 March 2017 ([Annex I](#)). Click on the link in the right hand column of the document to open the application form which contains the information provided by each applicant.

Members with voting rights had until 31 March to submit an objection (Regulation 15). With one exception detailed below, these applications did not meet objections.

1.2 Deferral of 1 new membership application that received objections from IUCN Members

Two objections were received on the application from the [David Suzuki Foundation, Canada](#). The applicant provided a reply to the objections on 24 April 2017. In accordance with the practice based on Regulation 18 to refer the membership applications that received objections from IUCN Members directly to the next meeting of the IUCN Council, the GCC will give this application further consideration in view of making a recommendation to the 93rd meeting of the IUCN Council.

1.3 Deferral of 1 new membership application which raised concerns in the GCC

The Governance and Constituency Committee considered the membership application from "[Protection of Renewable Natural Resources \[Asociación para la Protección de los Recursos Naturales Renovables\]](#) in Guatemala" which was also submitted by 31 December 2016 and received no objections from IUCN Members.

The GCC felt that further information about conservation activities of this organisation were to be obtained from the applicant, the Regional Office for Mexico, Central America and the Caribbean and the Guatemala National Committee or the Regional Committee for Mesoamerica, as appropriate to verify that the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of

activity in the conservation of nature and natural resources (Article 7(b) of the Statutes).

The Governance and Constituency Committee,

Having reviewed, by e-mail correspondence between 6 and 20 April 2017, the 13 membership applications which had been filed by 31 December 2016 and received no objections from the IUCN membership;

Recommends to the Bureau of the IUCN Council to approve the admission of 12 organizations and/or institutions whose membership applications met with no objections from IUCN Members, in accordance with Regulation 18 (Annex II);

Defers its consideration of the membership application from “Protection of Renewable Natural Resources [Asociación para la Protección de los Recursos Naturales Renovables]” until the Secretariat obtains further information about conservation activities of this organisation from the applicant, the IUCN Regional Office for Mexico, Central America and the Caribbean and the Guatemala National Committee or the Regional Committee for Mesoamerica, as appropriate, to verify that the applicant has as one of its central purposes the achievement of IUCN’s objectives and a substantial record of activity in the conservation of nature and natural resources (Article 7(b) of the Statutes);

Defers its consideration of the membership application from the David Suzuki Foundation, which received objections, until the 93rd meeting of the IUCN Council (November 2017).

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,
on the recommendation of the Governance and Constituency Committee (GCC),
approves the admission of 12 organizations and/or institutions applying for IUCN membership in accordance with Regulation 18 (Annex II);
notes the GCC’s deferral of its consideration of the membership applications from:

- a. Asociación para la Protección de los Recursos Naturales Renovables until further information will have been received enabling the GCC to verify that the conditions for admission are fulfilled; and
- b. David Suzuki Foundation, which received objections from IUCN Members, until the 93rd meeting of IUCN Council (November 2017).

2. Consideration of the membership applications from Tajjijin (AITA Foundation), China and Window to Environment Association, Lebanon, deferred by the 92nd Council in February 2017

At its 8th meeting in February 2017, the GCC considered the membership applications of Tajjijin (AITA Foundation), China and of Window to Environment Association (WTEA), Lebanon, as well as the objections received. GCC recommended to defer the decision on these applications to have more time to study them. The decision on these applications had already been deferred once by the 90th Council meeting held in Hawai’i in August 2016. All the background information on these two applications is available as Annex III.

Following Council decision C/92/13 (February 2017) requesting the GCC to study the applications of Tajjijin - AITA Foundation (China) and Window to Environment Association (Lebanon) and submit its recommendation to the Bureau for decision, a discussion space

was opened in the Union Portal for GCC to discuss these applications online and make its recommendation to the Bureau.

- a) Particular attention was paid to **AITA Foundation's** view on Sustainable Use and its opinion on trophy hunting for conservation. GCC was not able to reach a conclusion on the application and requested more information on IUCN's Sustainable Use Policy.
- b) The GCC considered a number of elements in the **Window to Environment Association** application and unanimously agreed to recommend the admission of the organisation as an IUCN Member.

The Governance and Constituency Committee (GCC),

Having reviewed by e-mail correspondence the membership applications from Tajjin (AITA Foundation), China and Window to Environment Association, Lebanon, and the objections thereto,

1. ***Defers its consideration of the objections to the membership application of Tajjin (AITA Foundation), China, until the 93rd Council meeting in November 2017 and requests the Secretariat and the Chair of the GCC to provide further information on the IUCN Sustainable Use Policy to the GCC to support a final decision on this application.***
2. ***Recommends to the Bureau of the IUCN Council to approve the admission of Window to Environment Association, Lebanon, in accordance with Regulation 18.***

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,

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

1. ***approves*** the admission of Window to Environment Association, Lebanon, in accordance with Regulation 18,
2. ***notes*** the GCC's deferral of its consideration of the objections to the membership application of Tajjin (AITA Foundation), China, until the 93rd Council meeting in November 2017 in order to consider further information requested on the IUCN Sustainable Use Policy.

3. Change of membership category of two current IUCN Members

Pursuant to Regulation 21, the Governance and Constituency Committee was requested to consider the request from the following two current Members to change their membership category **from National NGO to International NGO** and to make a recommendation to the Bureau of IUCN Council for decision:

- Turtle Conservancy, USA
- Arab Network for Environment and Development, Egypt

Regulation 21 states that "*On request of after due notice, the Council shall transfer a Member to another group of membership, if in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within ninety days following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification*".

A letter/e-mail requesting the membership category change was received from both Members. The two Members have been asked to provide all the necessary information to the Secretariat to confirm that they comply with IUCN statutory requirements for international NGO membership. An assessment form completed by the Secretariat is attached as Annex IV.

The transfer of Members between membership categories is listed among the responsibilities delegated to the GCC [Terms of Reference of the GCC, paragraph (6)], which means that the Bureau is invited to endorse the report and recommendation of the GCC on this matter without discussion (Regulation 59).

The Governance and Constituency Committee,

Having reviewed by e-mail correspondence, between 6 and 20 April 2017, the request from two current IUCN Members to change their membership category from National NGO to International NGO;

Recommends to the Bureau of the IUCN Council to approve the request from two current IUCN Members, Turtle Conservancy, USA and the Arab Network for Environment and Development, Egypt, to change their membership category from National Non-governmental Organisation (NGO) to International Non-governmental Organisation (INGO)

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,
on the recommendation of the Governance and Constituency Committee (GCC),
approves the request from two current IUCN Members, Turtle Conservancy, USA and the Arab Network for Environment and Development, Egypt, to change their membership category from National Non-governmental Organisation (NGO) to International Non-governmental Organisation (INGO)

4. Name change of one current IUCN Member:

The Governance and Constituency Committee has taken note of the recent change of name of the following current IUCN Member organisation and informs the Bureau of IUCN Council accordingly.

Member ID	Country	Previous name	New name
NG/25530	Turkey	Kaz Dagi ve Madra Dagi Belediyeler Birliđi (<i>Union of Municipalities for Kaz and Madra Mountains</i>)	Ege ve Marmara Cevre Belediyeler Birliđi (<i>Union of Municipalities for Aegean and Marmara Environment</i>).

The Governance and Constituency Committee,

Having reviewed by e-mail correspondence, between 6 and 20 April 2017, the name change of one current IUCN Member,

Requests the Bureau of the IUCN Council to take note of the change of name of one current IUCN Member from “Kaz Dagi ve Madra Dagi Belediyeler Birliđi” (Union of Municipalities for Kaz and Madra Mountains) to “Ege ve Marmara Cevre Belediyeler Birliđi (Union of Municipalities for Aegean and Marmara Environment), Turkey”.

DRAFT BUREAU DECISION

The Bureau of the IUCN Council,
on the recommendation of the Governance and Constituency Committee (GCC),
takes note of the change of name of one current IUCN Member from “Kaz Dagi ve Madra Dagi Belediyeler Birliđi” (Union of Municipalities for Kaz and Madra Mountains) to “Ege ve Marmara Cevre Belediyeler Birliđi” (Union of Municipalities for Aegean and Marmara Environment), Turkey.

**Membership Applications
to be considered by the Bureau of IUCN Council in May 2017**

Annex I

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	N/a'an ku se Foundation ('God will protect us' Foundation)	Naankuse	Namibia	www.naankuse.com	NG	1) NG/1080 Namibia Nature Foundation, Namibia 2) NG/25510 NamibRand Nature Reserve, Namibia	https://portals.iucn.org/union/sites/union/files/doc/25680_naanko.pdf
Meso and South America	2	Asociación Centro Científico Tropical (Tropical Science Center)	CCT	Costa Rica	http://WWW.CCT.OR.CR	NG	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica (Forever Costa Rica Association) 2) NG/25452 Fundación para el Desarrollo de la Cordillera Volcánica Central, Costa Rica (Foundation for the Development of the Central Volcanic Range)	https://portals.iucn.org/union/sites/union/files/doc/25676_cct.pdf
	3	Colegio de Profesionales Forestales de Honduras (The Society of Honduran Foresters)	COLPROFORH	Honduras	http://www.colproforh.org	NG	1) NG/1448 Fundación Hondureña de Ambiente y Desarrollo VIDA, Honduras (VIDA Foundation) 2) IP/24707 Agencia para el Desarrollo de la Mosquitia, Honduras (Agency for the Development of the Honduran Mosquitia)	https://portals.iucn.org/union/sites/union/files/doc/25659_colproforh.pdf
North America and the Caribbean	4	International Institute for Sustainable Development	IISD	Canada	www.iisd.org	AF	1) NG/595 Canadian Wildlife Federation, Canada 2) ST/311 Parks Canada Agency - Agence Parcs Canada, Canada	https://portals.iucn.org/union/sites/union/files/doc/1514_iisd.pdf
South and East Asia	5	Green Future Foundation	GFF	India	http://www.greenfuturefoundation.com	NG	1) NG/25180 Aaranyak, India 2) NG/25323 The Corbett Foundation, India	https://portals.iucn.org/union/sites/union/files/doc/25672_gff.pdf
	6	Ministry of Land and Environment Protection	MoLEP	Korea (DPRK)		GA	not required	https://portals.iucn.org/union/sites/union/files/doc/25678_molep.pdf
	7	Sana Standhari Prani Samrakshan Tatha Anusandhan Foundation (Small Mammals Conservation and Research Foundation)	SMCRF	Nepal	http://www.smcrf.org	NG	1) NG/1044 Environmental Camps for Conservation Awareness, Nepal 2) NG/25379 Green Governance Nepal, Nepal	https://portals.iucn.org/union/sites/union/files/doc/25679_smcrf.pdf
	8	Mindoro Biodiversity Conservation Foundation, Inc.	MBCFI	Philippines	http://www.mbcfi.org.ph	NG	1) NG/1032 Haribon Foundation for the Conservation of Natural Resources, Philippines 2) NG/25143 Foundation for the Philippine Environment, Philippines	https://portals.iucn.org/union/sites/union/files/doc/25673_mindoro.pdf
	9	Non-Timber Forest Products - Exchange Programme Asia	NFTP-EP	Philippines	http://www.nftp.org	IN	1) NG/23882 Both Ends - Environment and Development Service for NGOs, The Netherlands 2) NG/25286 Keystone Foundation, India	https://portals.iucn.org/union/sites/union/files/doc/25674_nftp-ep.pdf
East Europe, North and Central Asia	10	Hunting and Conservation Alliance of Tajikistan	H&CAT	Tajikistan	https://tajwildlife.com/ (currently not working)	NG	1) NG/25107 Caucasus Environmental NGO Network, Georgia 2) NG/25260 Ruajtja dhe Mbrojtja e Mejedisit Natyror ne Shqipëri, Albania (Preservation and Protection of Natural Environment in Albania)	https://portals.iucn.org/union/sites/union/files/doc/25668_hca.pdf
West Europe	11	Panthera Leo Leo	Leo foundation	The Netherlands	http://leofoundation.org/en/	NG	1) IUCN National Committee of The Netherlands, The Netherlands 2) NG/25368 SOVON Vogelonderzoek Nederland, The Netherlands (Sovon Dutch Centre for Field Ornithology)	https://portals.iucn.org/union/sites/union/files/doc/25671_leo.pdf
	12	The Natural Resources Division, Environment and Forestry Directorate, Scottish Government	ENFOR	United Kingdom	http://www.gov.scot	GA	not required	https://portals.iucn.org/union/sites/union/files/doc/25675_enfor.pdf

Membership application which received no objections by the deadline of 31 March 2017 but was questioned by GCC (TO BE DEFERRED)

Meso and South America	13	Asociación para la Protección de los Recursos Naturales Renovables (Association for the Protection of Renewable Natural Resources)		Guatemala	http://www.gremialforestal.com	NG	1) NG/25460 Asociación de Reservas Naturales Privadas de Guatemala, Guatemala (Association of Private Nature Reserves of Guatemala) 2) NG/1090 Fundación Defensores de la Naturaleza, Guatemala (Defenders of Nature Foundation)	https://portals.iucn.org/union/sites/union/files/doc/25677_apror.pdf
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Membership application which received objections by the deadline of 31 March 2017 (TO BE CONSIDERED BY THE 93rd IUCN COUNCIL)

North America and the Caribbean	14	David Suzuki Foundation	DSF	Canada	http://www.davidsuzuki.org/	AF	1) NG/416 Nature Canada, Canada 2) ST/311 Parks Canada Agency - Agence Parcs Canada, Canada	https://portals.iucn.org/union/sites/union/files/doc/25670_dsf.pdf
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IN International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)
NG National Non Governmental Organizations

GA Government agencies
AF Affiliates

**Membership Applications
to be considered by the Bureau of IUCN Council in May 2017**

Annex II

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	N/a'an ku se Foundation ('God will protect us' Foundation)	Naankuse	Namibia	www.naankuse.com	NG	1) NG/1080 Namibia Nature Foundation, Namibia 2) NG/25510 NamibRand Nature Reserve, Namibia	https://portals.iucn.org/union/sites/union/files/doc/25680_naanko.pdf
Meso and South America	2	Asociación Centro Científico Tropical (Tropical Science Center)	CCT	Costa Rica	http://WWW.CCT.OR.CR	NG	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica (Forever Costa Rica Association) 2) NG/25452 Fundación para el Desarrollo de la Cordillera Volcánica Central, Costa Rica (Foundation for the Development of the Central Volcanic Range)	https://portals.iucn.org/union/sites/union/files/doc/25676_cct.pdf
	3	Colegio de Profesionales Forestales de Honduras (The Society of Honduran Foresters)	COLPROFORH	Honduras	http://www.colproforh.org	NG	1) NG/1448 Fundación Hondureña de Ambiente y Desarrollo VIDA, Honduras (VIDA Foundation) 2) IP/24707 Agencia para el Desarrollo de la Mosquitia, Honduras (Agency for the Development of the Honduran Mosquitia)	https://portals.iucn.org/union/sites/union/files/doc/25659_colproforh.pdf
North America and the Caribbean	4	International Institute for Sustainable Development	IISD	Canada	www.iisd.org	AF	1) NG/595 Canadian Wildlife Federation, Canada 2) ST/311 Parks Canada Agency - Agence Parcs Canada, Canada	https://portals.iucn.org/union/sites/union/files/doc/1514_iisd.pdf
South and East Asia	5	Green Future Foundation	GFF	India	http://www.greenfuturefoundation.com	NG	1) NG/25180 Aaranyak, India 2) NG/25323 The Corbett Foundation, India	https://portals.iucn.org/union/sites/union/files/doc/25672_gff.pdf
	6	Ministry of Land and Environment Protection	MoLEP	Korea (DPRK)		GA	not required	https://portals.iucn.org/union/sites/union/files/doc/25678_molep.pdf
	7	Sana Standhari Prani Samrakshan Tatha Anusandhan Foundation (Small Mammals Conservation and Research Foundation)	SMCRF	Nepal	http://www.smcrf.org	NG	1) NG/1044 Environmental Camps for Conservation Awareness, Nepal 2) NG/25379 Green Governance Nepal, Nepal	https://portals.iucn.org/union/sites/union/files/doc/25679_smcrf.pdf
	8	Mindoro Biodiversity Conservation Foundation, Inc.	MBCFI	Philippines	http://www.mbcfi.org.ph	NG	1) NG/1032 Haribon Foundation for the Conservation of Natural Resources, Philippines 2) NG/25143 Foundation for the Philippine Environment, Philippines	https://portals.iucn.org/union/sites/union/files/doc/25673_mindoro.pdf
	9	Non-Timber Forest Products - Exchange Programme Asia	NTPF-EP	Philippines	http://www.ntfp.org	IN	1) NG/23882 Both Ends - Environment and Development Service for NGOs, The Netherlands 2) NG/25286 Keystone Foundation, India	https://portals.iucn.org/union/sites/union/files/doc/25674_ntfp-ep.pdf
East Europe, North and Central Asia	10	Hunting and Conservation Alliance of Tajikistan	H&CAT	Tajikistan	https://tajwildlife.com/ (currently not working)	NG	1) NG/25107 Caucasus Environmental NGO Network, Georgia 2) NG/25260 Ruajtja dhe Mbrojtja e Mejedisit Natyror ne Shqiperi, Albania (Preservation and Protection of Natural Environment in Albania)	https://portals.iucn.org/union/sites/union/files/doc/25668_hca.pdf
West Europe	11	Panthera Leo Leo	Leo foundation	The Netherlands	http://leofoundation.org/en/	NG	1) IUCN National Committee of The Netherlands, The Netherlands 2) NG/25368 SOVON Vogelonderzoek Nederland, The Netherlands (Sovon Dutch Centre for Field Ornithology)	https://portals.iucn.org/union/sites/union/files/doc/25671_leo.pdf
	12	The Natural Resources Division, Environment and Forestry Directorate, Scottish Government	ENFOR	United Kingdom	http://www.gov.scot	GA	not required	https://portals.iucn.org/union/sites/union/files/doc/25675_enfor.pdf

IN International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)
NG National Non Governmental Organizations

GA Government agencies
AF Affiliates

Membership applications from Tajjijin (AITA Foundation), China and Window to Environment Association, Lebanon

The application and admission process for any organisation/institution interested in becoming an IUCN Member is regulated by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

Applications

These two applications were submitted by the deadline of 31 March 2016 and circulated to IUCN Members on 10 June 2016.

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members
South and East Asia	30	Tajjijin (AITA Foundation)	AITA	China	NG	1) NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China 2) NG/25044 All-China Environment Federation, China
West Asia	31	Window to Environment Association	WTEA	Lebanon	NG	1) NG/1489 Arab Office for Youth and Environment, Egypt 2) NG/1263 Society for the Protection of Nature in Lebanon, Lebanon 3) NG/25450 Lebanese Environment Forum*

NG: National non-governmental Organisations

*letter received on 26 July 2016 with WTEA reply to objections

The application forms with the information provided by each applicant, the assessment form completed by the Secretariat, the endorsement letters and the applicants' statutory documents are available on the Union Portal ([AITA](#) ; [WTEA](#)).

Objections

Members with voting rights had until 8 July 2016 to submit an objection (Regulation 15). The two following Members submitted one objection each on the two membership applications:

- International Council for Game and Wildlife Conservation (CIC), Hungary
- International Association for Falconry and Conservation of Birds of Prey (IAF), Belgium

A summary of the objections received and the full content of the objection letters from CIC and IAF is available on the Union Portal ([AITA](#) ; [WTEA](#)).

Replies to objections

In line with Regulation 17, the two applicants were given 3 weeks (until 8 August 2016) to provide a reply to the objections raised. The replies from the two applicants can be viewed on the Union Portal ([AITA](#) ; [WTEA](#)).

Due diligence process

As part of the due diligence process, the Membership Unit consulted the relevant Regional Directors and National Committees. Their feedback is available on the Union Portal ([AITA](#) ; [WTEA](#)).

Process undertaken with the Governance and Constituency Committee and Council in 2016

26 July 2016

The Governance and Constituency Committee (GCC), having reviewed by email correspondence between 18 and 25 July 2016 the two membership applications, amongst others, deferred its consideration of the applications which received objections (Tajjijin (AITA Foundation) and Window to Environment Association) until the IUCN Secretariat reports back to the GCC with the results of the consultation of the applicants on the objections received in accordance with Regulation 17.

12 August 2016

The replies from the applicants were received and communicated to GCC, which recommended to Council to defer the consideration of the two applications which received objections.

The documents received by GCC includes the membership applications, the assessment form completed by the Secretariat, the Statutory documents and/or the endorsement letters submitted by IUCN Members in order with the payment of their dues, letters of objection and the replies from the applicants.

31 August 2016

In Hawai'i, the 90th meeting of Council took the following decision (C/90/3):

“The IUCN Council, on the recommendation of the Governance and Constituency Committee defers the applications for IUCN membership from the International Fund for Animal Welfare (USA), Tajjijin (AITA Foundation) and Window to Environment Association to the next Council for decision”.

For the decision and its rationale, see the summary [minutes of the 90th Council meeting](#).

9 February 2017

The 92nd Council, following recommendation from its GCC, requested GCC to study the applications of Tajjijin - AITA Foundation (China) and Window to Environment Association (Lebanon) and to submit its recommendation to the Bureau for decision.

Assessment form for change of membership category

Annex IV

GA: Government agency

NG: National non-governmental organisation

IN: International non-governmental organisation

AF: Affiliates

Current category and ID number:	NG/25576 (National NGO)
New category and ID number:	IN/25576 (International NGO)
Organisation name (original):	Turtle Conservancy
Country and Statutory Region:	United States of America, North America and the Caribbean
Admitted as IUCN Member on:	13.04.2016
To be presented for approval on/in: (by MU)	April-May 2017

Ref	Requirement / admission criteria	What needs to be checked by category						Does it comply?
		GA	IN	NG	Univ. ¹	IP	AF ²	Yes – no – n/a
Art. 5b	Forms part of the State Machinery	x					x (for GA only)	n/a
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x		x (for IN/ NG/Univ. only)	✓
Art. 5f	Shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities <i>[applicant's statutes/incorporation doc.]</i>					x	x (for IP only)	n/a
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	x	x	x	x	x	x	✓
Art. 7b	Has one of its central purposes to achieve IUCN's objectives (described in Art. 2) <i>[applicant's statutes]</i>	x	x	x	x	x	x	✓
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	x	x	x	x	x	x	✓
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both³:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	x	x	x	x	x	x	✓
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	x	x	x	x	x	x	✓
Reg. 5a(i) Reg. 5b(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)	✓
Reg. 5a(ii) Reg. 5b(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)	✓
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁴ <i>[applicant's statutes]</i>		x	x			x (for IN/NG only)	✓
Reg. 5b (iv)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				x	x	x (for Univ. only)	n/a
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁵ <i>[applicant's statutes]</i>		x	x		x	x (for IN/NG only)	✓
Reg. 5b (iii)	Is an academic or professional entity of high standing				x		x (for Univ. only)	n/a
Reg. 5bis(iv)	Has, as its primary constituency, indigenous peoples <i>[applicant's statutes]</i> .					x		n/a

¹ Universities are part of the NG category, but have to fulfil slightly different criteria.

² GA/IN/NG wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

³ Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

⁴ Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

⁵ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

		What needs to be checked by category						Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG	Univ. ⁶	IP	AF ⁷	Yes –no - n/a
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁸ [<i>Application Form > Mission, Objectives and Activities</i>]		X				X (for IN only)	✓
Reg. 6d	Board is open to nationals from at least two States ⁹ [<i>applicant's statutes</i>]		X			X	X (for IN only)	✓

		What documents need to be provided by category and what needs to be done by IUCN					Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a
Reg. 4	Authorization to adhere to IUCN Statutes is signed by Head of the Organisation	X				X (for GA only)	n/a
Reg. 7,9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of Organisation	X	X	X	X	X	✓
MU process	Assessment form completed (<i>by UDG</i>)	X	X	X	X	X	✓

MFP/UDG comments

Request from the Turtle Conservancy was received on 6 March 2017, including the bylaws for the Mexican legally registered office set-up in 2016.

Completed on: 06/04/2017

by: Fleurange Gilmour

⁶ Universities are part of the NG category, but have to fulfil slightly different criteria.

⁷ GA/IN/NG wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

⁸ "Outposted or country offices" means that the organisation must have a registered office (legal seat) in at least two countries. Outposted staff based in partner organisations in other countries cannot be considered as "outposted or country offices".

⁹ The organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!

Assessment form for change of membership category

GA: Government agency

NG: National non-governmental organisation

IN: International non-governmental organisation

AF: Affiliates

Current category and ID number:	NG/25597 (National NGO)
New category and ID number:	IN/25597 (International NGO)
Organisation name (original):	Arab Network for Environment and Development
Country and Statutory Region:	Egypt, Africa
Admitted as IUCN Member on:	03.08.2016
To be presented for approval on/in: (by MU)	April-May 2017

Ref	Requirement / admission criteria	What needs to be checked by category						Does it comply?
		GA	IN	NG	Univ. ¹	IP	AF ²	Yes – no – n/a
Art. 5b	Forms part of the State Machinery	x					x (for GA only)	n/a
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x		x (for IN/ NG/Univ. only)	✓
Art. 5f	Shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities <i>[applicant's statutes/incorporation doc.]</i>					x	x (for IP only)	n/a
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	x	x	x	x	x	x	✓
Art. 7b	Has one of its central purposes to achieve IUCN's objectives (described in Art. 2) <i>[applicant's statutes]</i>	x	x	x	x	x	x	✓
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	x	x	x	x	x	x	✓
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both³:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	x	x	x	x	x	x	✓
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	x	x	x	x	x	x	✓
Reg. 5a(i) Reg. 5b(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)	✓
Reg. 5a(ii) Reg. 5b(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		x	x	x	x	x (for IN/ NG/Univ. only)	✓
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁴ <i>[applicant's statutes]</i>		x	x			x (for IN/NG only)	✓
Reg. 5b (iv)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				x	x	x (for Univ. only)	n/a
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁵ <i>[applicant's statutes]</i>		x	x		x	x (for IN/NG only)	✓
Reg. 5b (iii)	Is an academic or professional entity of high standing				x		x (for Univ. only)	n/a
Reg. 5bis(iv)	Has, as its primary constituency, indigenous peoples <i>[applicant's statutes]</i> .					x		n/a

¹ Universities are part of the NG category, but have to fulfil slightly different criteria.

² GA/IN/NG wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

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⁵ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

		What needs to be checked by category						Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG	Univ. ⁶	IP	AF ⁷	Yes –no - n/a
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁸ [<i>Application Form > Mission, Objectives and Activities</i>]		X				X (for IN only)	✓
Reg. 6d	Board is open to nationals from at least two States ⁹ [<i>applicant's statutes</i>]		X			X	X (for IN only)	✓

		What documents need to be provided by category and what needs to be done by IUCN					Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	IP	AF	Yes –no - n/a
Reg. 4	Authorization to adhere to IUCN Statutes is signed by Head of the Organisation	X				X (for GA only)	n/a
Reg. 7,9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of Organisation	X	X	X	X	X	✓
MU process	Assessment form completed (<i>by UDG</i>)	X	X	X	X	X	✓

MFP/UDG comments

Initial request for a change of category from the Arab Network for Environment and Development was received in December 2016. It was not considered by the 92nd Council in February 2017 because some evidence, confirming that it was meeting the requirements for International NGO membership, was not provided on time by the Member. All the documents have now been received and confirm that this organisation meets the statutory requirements for this membership category.

Completed on: 06/04/2017

by: Fleurange Gilmour

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⁷ GA/IN/NG wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

⁸ "Outposted or country offices" means that the organisation must have a registered office (legal seat) in at least two countries. Outposted staff based in partner organisations in other countries cannot be considered as "outposted or country offices".

⁹ The organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!



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Zhang Xinsheng, President IUCN
Inger Andersen, Director General, IUCN



11 May, 2017

Dear Inger and President Xinsheng,

First, we are writing to assure you that each of us in our own individual capacity of Commission Chairs, and as a collective of six Chairs, are working hard on supporting our respective constituencies and the Union overall. We are having regular joint meetings to advance our work and this letter is in response to our discussions.

This joint letter written as Commission Chairs is intended to identify key issues where we feel further alignment and clarity between the Secretariat and Commissions would allow us to be more effective in our missions. We consider these issues as crucial for the proper functioning of every Commission as well as of the Union as a whole. Although a personal meeting with you to find a solution for them would be the best route, we are aware of the difficulty of finding a common time on our agendas and the complexity of finding a meeting point that suits us all. Please find below the main issues where we believe solutions are urgently needed. Kindly let us know what communication channel you find most appropriate to continue discussing our respective views on these issues.

1. Commission Operating and Financial Rules.

We appreciate the efforts of the Secretariat to create more clear guidance on financial rules and felt that we had made good progress during our discussions at the Council meeting in February. We are, however, rather dismayed to find that the latest April draft introduces new edits which are more restrictive, more burdensome and probably impossible to implement. In particular we would like to address the points below:

- a) We request that IUCN revert to the previously agreed threshold of CHF25,000 (instead of CHF10,000) as the threshold for which MOUs are required. This seems more functional, realistic and is in overall alignment with IUCN's financial rules, that provide significant discretion under CHF25,000.
- b) We have still not received the proposed template for MOUs from the Secretariat.
- c) We feel that the proposed responsibilities of Commission Chairs to undertake very detailed due diligence investigations of hosting institutions' procedures and policies are probably unrealistic and could alienate potential donors, including IUCN Members.
- d) We request that there be a realistic threshold for Secretariat review of contracts and MOUs – the review and approval of straight forward personnel contracts already takes from 4-8 weeks to several months and severely slows down our activities. As currently written, all MOUs and contracts would need Secretariat approval. We propose that only contracts over CHF100,000 require formal approval.
- e) We request that the Secretariat recognizes that sole source contracts are appropriate where Commissions have negotiated particular funding from donors for activities requiring in-Commission expertise and that the Secretariat facilitates that sole source process.

Given these outstanding issues and the need for further discussion we believe it is quite unrealistic to expect the draft Commission rules to be approved at the next FAC meeting.

2. Portal.

Commission leadership and members have consistently expressed difficulties in accessing the Portal. It is not user-friendly and we are finding this a significant burden to our work. For instance, it is unduly difficult to determine the members of groups and breakdown by region. We kindly ask your guidance and leadership in fixing the functionality and accessibility of the Portal – as this is the main communication tool among the IUCN community.

3. Membership (new and renewals).

Frankly, the membership renewal process has not met our expectations nor the expectations of our members. While formal guidance says that members will be invited to reapply for membership within 3 months of the WCC, for most Commissions this process took 7 to 8 months to start. Given that new membership was halted 2-3 months before Hawaii, that means there has been an 8 to 10 month gap in this process and there are still delays in processing new members.

This incredibly slow process has had real consequences: it has halted new memberships, hurt our relationships with existing and new prospective members, generated confusion due to a lack of clarity on the process and made access to the portal and Commission communication vehicles awkward and uncertain. We have had people write to us personally and express their confusion, even hurt. “Was I not good enough for the Commission?” is not the message we want to hear from strong new prospective members.

4. Programmatic and Staffing Changes

Like other Council members we are very concerned that IUCN maintains strong expertise on social issues, especially given its emerging role as an implementing agency for the GEF and GCF. We believe that recent staff changes have implications and potential risks for IUCN's social policy given commitments within the Union and also with respect to Indigenous Peoples.

5. Technical Support to Commissions.

The impact of Ed Barrow's retirement and Gonzalo Oviedo's departure as the Social Policy Senior Advisor begins to be felt and reminds us of the need for senior management support from the Secretariat at the highest level to all commissions. This, compounded by uncertainty as to the impact of the new centralized Commission Support Unit, leaves us seeking both clarity, and assurance, that the required levels of support will be provided.

6. Streamlined Support to Commissions.

We are very concerned that this process should lead to more effective and improved support to Commissions and not merely be a cost-cutting exercise. We are also concerned that Commissions are now likely to have to deal with multiple separate units within IUCN re administrative, logistical

and technical support and that we will lose the benefit of the close and cooperative relationships with programmatic units that have enabled us to develop a strong One Programme approach.

We look forward to discussing these matters with you to find common solutions for the benefit of IUCN as a whole.

With our most respectful regards, and on behalf of all six Commissions

A handwritten signature in blue ink that reads "Kathy MacKinnon".

Dr Kathy MacKinnon
Chair IUCN World Commission on Protected Areas

cc. Angela Andrade, Chair, IUCN CEM

Antonio Benjamin, Chair, WCEL

Jon Paul Rodríguez, Chair, IUCN SSC

Sean Southey, Chair, IUCN CEC

Kristen Walker Painemilla, Chair, IUCN CEESP



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Angela Andrade, Chair, IUCN CEM
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Jon Paul Rodríguez, Chair, IUCN SSC
Sean Southey, Chair, IUCN CEC
Kristen Walker Painemilla, Chair, IUCN CEESP

Gland, 13 May 2017

Dear Commission Chairs,

I write to you in response to your letter of 11 May 2017 (received on 13 May) which was sent to both President Xinsheng and I. As the issues raised pertain to Secretariat matters for which I am accountable, I consider it most efficient to respond directly. I copy President Xinsheng on this letter to ensure that he is informed.

Firstly, I would like to express my appreciation for your reaching out. I always welcome feedback and will continue to strive to make the Secretariat more impactful, more responsive and more efficient under the One Programme ensuring the best Member experience and the best Commission collaboration possible.

I would also like to highlight that we are going through a number of changes in our Union. We have three new Commission chairs. We have a new 2017-2020 Programme. We have a new Bureau and a new Council. And we are making organizational enhancements and changes in the Secretariat to reach greater impact, service efficiency and outcomes. But I also recognize that change, in and of itself, can lead to bumps in the road. Your letter helps me understand the issues you have experienced and will help us better communicate on how to get things right.

Allow me also to say that as some of the issues raised seem to concern all Commission Chairs, while others were only relevant to one Commission, may I encourage that Chairs feel free – indeed encouraged – to reach out to me on any issue that crops up, so that we can proactively problem solve together in a timely fashion. I think that open and timely communication along the way is probably the most effective way to handle challenges.

Allow me to address each of the items raised by you in the order listed in your letter.

1. Commission Operating and Financial Rules.

Allow me first to provide you with the background to this activity. You may recall that when my predecessor made the submission to the European Commission in 2014 for IUCN to be recognized as an International Organization, the EC sent in a team of auditors to review IUCN operating procedures. You may know that this is standard practice by large multilateral organizations, in that, should these organizations provide resources without competitive bidding

to an organization (which is what they do for IOs and which is what they will do to IUCN once we have the IO status), they want to be assured that the rules are up to the standard expected of any IO, so that (in this case) the European Commission's reputational and fiduciary exposure are protected and managed. You may recall that IUCN failed the 2014 EU audit on a large number of dimensions. One of the dimensions dealt with the manner in which resources (provided by donors in the name of IUCN and spent in the name of an IUCN Commission) were managed by the Commissions.

FAC was informed of these audit failures in 2014 and, accordingly, FAC requested that the Director General address each of the failed audit observations. For the Commissions, this led to the drafting of the Commission Operating and Financial Rules.

On the specifics regarding the comments and concerns on the Commission Financial Rules you will recall that the latest draft was circulated to Commission Chairs on 6 April with request for feedback by 24 April. To date, no response has been received apart from the comments contained in your letter received yesterday.

From the points raised, it would appear that there are several misunderstandings. For example, the draft rules propose that formal hosting agreements are only required when cash donations are expected to exceed CHF 100k p.a., and it is only these agreements that require review by the Secretariat's legal unit. MOU's are required when a host organisation provides in kind services such as office space and staff time but the Financial Rules specifically state that these do not require Secretariat review and clearance.

In respect of whether the requirement for letters of agreement for donations should be set at CHF 10,000 or CHF 25,000, I think this is best left to the FAC to decide. Please note, however, that the suggested requirement is for a letter (not an MOU) from the donor to the organisation receiving the funds, copied to the relevant IUCN Commission, stating the intended purpose of the donation. It does not seem unreasonable for donations of CHF 10,000 to be evidenced in writing.

Rather than providing a detailed response here to the points raised on the Commission Financial Rules, I will ask Mike Davis, the IUCN Chief Financial Officer (CFO) to respond. If there are any additional inputs to the Commission Financial Rules, I would be grateful if these could be forwarded to the CFO to allow a final draft to be prepared ahead of the FAC meeting on 30 May where they will be discussed. I still believe and sincerely hope that it will be possible to resolve any outstanding issue by or during the meeting of the FAC. It is imperative that we move forward on this as it is one of the key points that remain to be addressed before we can request the EU to relaunch the EC pillar assessment. And, I know that you will agree, that obtaining IO at the EC is on our collective "critical path".

2. Portal

You raise an important point regarding the Portal. When first launched, the Portal was a massive step forward for the Union. However, time and technology have evolved and the Portal needs to move with the times. I therefore recognize that the user-friendliness of the Union Portal

is not where it should be. It is on this background that we have already initiated a project for 2017-2018 to revamp the look and feel as well as the usability of Portal information access. Many Commission members have already provided feedback through the online survey undertaken in March 2017 and the IT team is now close to launching the first step of the revamping. This project is now on a high priority list and will be rolled out over the coming two years.

3. Membership (new and renewals).

I entirely agree that the Commission reconstitution process left a lot to be desired and there is much collective improvement that we at the Secretariat can make together with the Commissions. As you know, this time round, each renewal process was undertaken by the Commission with the support of each of Commission Focal Point(s) at the Secretariat. We have reviewed this process, and I entirely agree that we need to overhaul it. I asked our IT team for a critical review of some of the shortcomings, and they largely echo your own observations and include aspects such as:

- Lack of a formal process within some of the Commissions and with some Secretariat focal points
- Lack of common processes across Secretariat and across Commissions
- Lack of business/process ownership (IUCN IT team had to deal individually with each current Commission focal point)
- Slow response times from some Commission Groups Chairs and low response rates from some Commission members
- Inadequate/slow response from some of the Secretariat focal points

As we roll out one integrated system for Commission membership, and fold this into the responsibilities of the new Commission Support Unit this should lead to significant improvements in the process and in the coordination between Commissions and the Secretariat. We will also then be able to clarify roles and responsibilities as well as design and implement formal processes than can then be supported by proper IT systems.

4. Programmatic and Staffing Changes

I believe IUCN must not only maintain its current expertise on social science but that we must significantly expand it, ensuring that our approaches to rights, gender and equitable governance are consistent with IUCN's resolutions and that they are systematically applied across all our conservation activities. I further believe that this is not just a question of effectively fulfilling our role as a GEF and GCF implementing entity, though of course that is an important consideration, but rather because it characterises what IUCN stands for and how we deliver on our mission and vision. The staff changes you refer were taken in this context.

Maintaining a Swiss-based M-level grade that relied almost solely on core funding while not contributing to the development of a programmatically aligned project portfolio had already started to jeopardise the Secretariat's social science capacity and, if left unaddressed, would

have resulted in the need to cut further positions by the end of this year. It is also important to note that in terms of capacity no social science positions have been cut. We are – as a first step – recruiting a new senior (P2) social science programme officer who will be explicitly mandated to work with other Secretariat units and the Commissions to build a robust portfolio. We are in the process of upgrading a part-time (currently 40%) P1 position to a full-time basis. With a growing programme, we expect further social science staff augmentation during the 2017-2020 programme period.

Finally in making these difficult decisions it was important for us to safeguard the dignity the affected staff member as he exited the organisation and for this reason we have been very discrete in making public the real reason for the changes. This discretion should not be mistaken for lack of a strategy for or commitment to social science within the Secretariat.

5. Technical Support to Commissions.

I agree that providing first class technical support to Commissions is key to a well-functioning Union and I would like to ensure you that this is an issue very high on my agenda of priorities. Accordingly the Global Director- Nature-based Solutions Group and the Global Director of Human Resources have been working with Ed Barrow on a management transition process for EMP over several months and this includes provision of technical support for CEM. I have been advised that meetings between Angela, Ed, Stewart and the new ad-interim Director of EMP have been scheduled for the start of June to finalise these arrangements. Furthermore, I should mention that (in view of a previous request from CEESP to remove Gonzalo Oviedo as their focal point), you will be aware that he is not the (technical) secretariat Commission focal point for CEESP and therefore his departure should not have any bearing on the support provided to CEESP.

6. Streamlined Support to Commissions.

With respect to the proposed establishment of the Commissions Support Unit (CSU), the main intention is precisely to provide better administrative support to the Commissions through the Commission Support Unit (CSU). There will be one unit (not multiple) to provide Administrative and logistical support. This should increase efficiency, ensure a greater service standard, while also bring down costs. Technical support would remain with the Thematic Programme(s) each Commission relates to: Species for SSC, Protected Areas for WCPA, etc. This was discussed and agreed with the Commission Chairs in the meeting prior to last Council in February. I am aware of some of the anxieties among some of the Commission Chairs on this issue since there is a fear that “service standards will drop”, but I am also aware of other Commission Chairs who are urgently awaiting the roll out of this Unit. Here I ask that you work with us to help make this a success. I am committed to high service standards, and we will strive to deliver these, while also being accountable for efficiencies and costs.

Once more, my sincere appreciation to all for reaching out. As mentioned, I ask that Mike reach out to you on the specific comments regarding the Commission Rules. I am convinced that we

are very close to reaching an agreement. In the unlikely event that we cannot, I will ask that FAC provides us with guidance so that we can close this out and move forward.

In view of your letter, I suggest that I establish regular calls with each of the Commission Chairs. I have already established such a system with Jon Paul, and I have always benefitted from calls with Antonio when needed and, just this week had a call with Kristen. I think it would be useful to regularize these and have such calls with all the Commission Chairs. I will therefore ask my assistant to reach out to you to schedule such Skype calls. If there is nothing to say, our call will be brief and the conversation will be short. But if there is an issue that needs our collective attention, then we will have the opportunity to address this proactively and explore both solutions and opportunities. In my experience, once we have broken through with regular calls, information flows faster and collaboration becomes more organic.

My thanks and appreciation once more,

A handwritten signature in cursive script, appearing to read "Judge".



69th Meeting of the Bureau of the IUCN Council

Gland, 15-16 May 2017

Agenda Item 9.1

Calendar of IUCN Council meetings 2017-20

Origin: Secretary to Council

Required action:

The Bureau is invited to study the following proposals for the timing of both the ordinary meetings of the IUCN Council and key issues on its agenda and to either approve the calendar or give directions with a view to finalizing the calendar.

1. Annex 1 to this document is a proposed calendar for the ordinary Council meetings during the 2017-20 term.

Its primary purpose is to:

- a. enable the Council to set milestones in carrying out its strategic direction and oversight role and take timely decisions on matters of strategic importance by the end of the term,
 - b. assist the standing committees of the Council, the Commissions and the Secretariat to plan their contributions (proposals and reports) in time for consideration at relevant meetings, and
 - c. assist the Secretariat to reduce cost by making logistical preparations for Council meetings well ahead of time.
2. On top of the calendar is a timeline presenting the motions and related processes preparing for the 2020 Congress which Council may wish to take into account when developing proposals for consideration of the Congress.

Based on feedback about, and lessons learnt from the 2016 Congress, the proposed timeline is slightly different from the 2016 Congress preparations in two ways:

- i. The motions process is launched much earlier so that the motions can be discussed online for a much longer time and also discussed during the Regional Conservation Fora (RCF). The RCF will therefore be held two months later than in 2015, between mid-September 2019 and the end of February 2020. Motions should therefore be submitted by 1 July 2019 and reviewed and published by the Motions Working Group by 15 September 2019. Also the draft IUCN Programme 2021-24 will be discussed online and in the RCF during the same period as the motions. The electronic vote on the motions can then be held in the first half of May 2020.
- ii. To reduce the number of “new and urgent motions” (Rule 52) likely to be submitted during the Congress as a result of the early deadline of 1 July 2019 for the submission of motions, the Rules are modified to enable Council to set a deadline for “new and urgent motions” which should not be later than 4 months prior to Congress - say 1 April 2020. The “new and urgent motions” will subsequently be submitted to an online discussion and vote prior to the Congress. It remains to be considered whether or not the proposed amendments to the Rules should close the door for the submission of any other “new and urgent motions” during the Congress.

The revised timeline was presented to the PPC and the GCC in February 2017 as part of the lessons learnt from the 2016 Congress / motions process.

3. In order to facilitate the determination of dates for the 94th to the 98th Council meetings, the proposed calendar indicates the preferred period in which to set precise dates. This proposal takes into account religious and other important holidays as well as, where available, the dates of Conferences of the Parties to relevant Multilateral Environmental Agreements. The precise dates for the Council meetings can be determined with the help of a Doodle poll.

Ideally, Council meetings should be held at six-monthly intervals, in October and April, working backwards from the 98th Meeting which should be held in April 2020 as it was the case in 2016 in order to finalize Council's proposals to Congress (among others, the IUCN Programme and Financial Plan, the mandates of the IUCN Commissions and candidates for President, Treasurer and Commission Chairs) following the inputs to be received from the online discussions on the motions and the draft IUCN Programme and from the RCF by the end of February 2020, and before the deadline for distribution of Council's proposals in the three official languages 3 months prior to the Congress.

94th Meeting: given that the 93rd Council meeting is held in the 2nd half of November 2017 and the suggestion is made to hold a Council meeting around the commemoration of the 70th anniversary of IUCN on 5 October 2018, it is recommended that the 94th meeting is held between 29 April and 8 May 2018. One possible restriction is the number of Council members, if any, involved in UNFCCC's SBTT's meetings which seem to have been scheduled for the same period in early May 2018.

95th Meeting: the suggestion has been made to hold a Council meeting around the commemoration of the 70th anniversary of IUCN on 5 October 2018, i.e. in the period between 6 and 13 October 2018. Councillor Youngbae Suh informed the Secretariat that he is exploring the possibilities of the Government of Jeju hosting the Council meeting in Jeju.

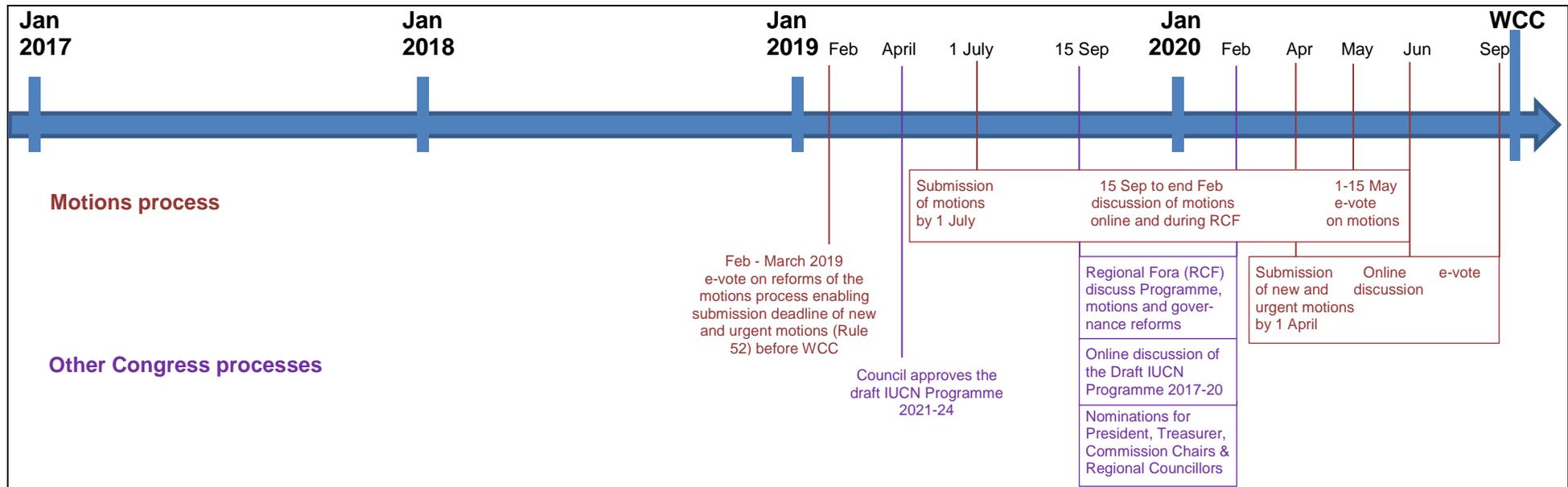
96th Meeting: possible dates could be e.g. 8-10 April or 10-12 April 2019 or 29 April to 1 May 2019 (preferably avoid 15 to 26 April as Easter will be on 21 April).

97th Meeting: possible dates could be e.g. 7-9 October or 16-18 October or 21-23 October 2019 (Canadian Thanksgiving will be on 14 October).

98th Meeting: possible dates could be 1-3 April 2020 or 20-22 April 2020 (preferably avoid 6 to 17 April as 12 April will be Easter).

4. Finally, the proposed Council calendar lists key issues for inclusion in the agenda of Council meetings, primarily based on Council's governance reforms and improved practices approved by Council in April 2016 including the Strategic Planning and Reporting Framework, and on statutory requirements. The issues are categorized as "strategic direction", "oversight" or "fiduciary responsibilities".

Annex 1 - IUCN Council Calendar 2017-20



92 nd Meeting 8-9 Feb 2017	93 rd Meeting 19-21 Nov 2017	94 th Meeting 29 Apr - 8 May 2018 ¹	95 th Meeting 6-13 Oct 2018 ²	96 th Meeting Apr 2019	97 th Meeting Oct 2019	98 th Meeting mid-Apr 2020	99 th Meeting Sep 2020 (eve of WCC)
<ul style="list-style-type: none"> - Council's strategic objectives/ priorities 2017-20³ (discussion) - Annual strategic session incl. strategic risk matrix⁴ 	<ul style="list-style-type: none"> - Council's strategic objectives/ priorities 2017-20 (decision) 	<ul style="list-style-type: none"> - Annual strategic session incl. strategic risk matrix - Status of Council strategic objectives and priorities 2017-20 	<ul style="list-style-type: none"> - Strategic directions for the development of the IUCN Programme 2021-24⁵ 	<ul style="list-style-type: none"> - Annual strategic session incl. strategic risk matrix - Status of Council strategic objectives & priorities 2017-20 - Draft IUCN Programme 2021-24⁶ 	<ul style="list-style-type: none"> - (if any) Council proposals for reform of IUCN governance⁷ 	<ul style="list-style-type: none"> - Annual strategic session incl. strategic risk matrix - Status of Council strategic objectives and priorities 2017-20 - Draft IUCN Programme and Financial Plan 2021-24⁸ - (if any) Council proposals for reform of IUCN governance⁹ 	
	<ul style="list-style-type: none"> - Annual Monitoring and Reporting, incl. Commissions 	<ul style="list-style-type: none"> - Annual Monitoring and Reporting, incl. Commissions 	<ul style="list-style-type: none"> - Annual report on evaluations, incl. update on 2015 	<ul style="list-style-type: none"> - Annual Monitoring and Reporting, incl. Commissions (2018) 	<ul style="list-style-type: none"> - Annual report on evaluations 	<ul style="list-style-type: none"> - Annual Monitoring and Reporting, incl. Commissions 	

Annex 1 - IUCN Council Calendar 2017-20

	(2016 report) ¹⁰ - Annual report on evaluations ¹¹ , incl. update on 2015 evaluation of IUCN governance ¹² - Review of the performance of the Commissions ¹³	(2017 report) - Review of the performance of the Commissions	evaluation of IUCN governance	report) - Review of the performance of the Commissions		(2019 report) - Review of the performance of the Commissions	
- 2017 Work Plan and Budget - DG's annual objectives 2017	- 2018 Work Plan and Budget, incl. Commission plans	- DG's annual objectives 2018	- 2019 Work Plan and Budget, incl. Commission plans - ToR / budget for external review of IUCN's governance incl. Commissions ¹⁴ - Council proposal for reform of the motions process ¹⁵	- Discussion/decisions on the external review of IUCN's governance incl. Commissions - Council motions on conservation policy - Profiles for election candidates for President, Treasurer and Commission Chairs	- 2020 Work Plan and Budget, incl. Commission plans	- Council's nominations for President, Treasurer, and Commission Chairs	
	- Group meeting of the Commission Chairs with Pres and DG ¹⁶		- Commission Chairs' performance review ¹⁷		- Group meeting of the Commission Chairs & President / DG		

Strategic direction
Oversight
Fiduciary responsibilities

LDW 08.05.2017

¹ For the 94th to the 98th Council meetings, indications are given of the periods in which to hold the Council. They remain indicative until they the precise dates of the meetings are confirmed. The Swiss Federal Government invites the Council to a 2-day excursion to the Canton of Obwald, either prior to, or following the end of the 94th Council meeting.

² (To be confirmed) Council meeting at the occasion of the 70th Anniversary of IUCN (5 October) possibly hosted by the Government of Jeju (Republic of Korea) at the occasion of the 2018 World Leaders Conservation Forum (to be confirmed).

³ Reg 44*bis*

⁴ Council decision C/88/7, April 2016 (Annex 2, B4. And C8.), Council Handbook §8 a. ii. and iii.

⁵ Council decision C/88/7, April 2016 (Annex 2, C2.1), Council Handbook §8 a. iv.

⁶ For discussion online and during the Regional Conservation Fora

⁷ For consultation online and during the Regional Conservation Fora, including amendments to Statutes / Rules.

⁸ Approval of the Draft Programme for submission to Congress

⁹ Approval of proposals to Congress, including amendments to Statutes / Rules.

¹⁰ Including Programme and Project status report, Management accounts, Commissions' outputs, outcomes, impact and resources (Reg 78*bis*; however, the 2016 Annual Monitoring and Reporting will not contain much about the Commissions as they have been re-constituted following the 2016 Congress), implementation of Resolutions & Recommendations status report and Strength of the Union indicators. Dependent on the roll-out of the Project Portal, the 2016 report will be available by November 2017. The 2017 report is expected to be available by April 2018 (Cf. Strategic Planning and Reporting Framework, approved by C/88/7, April 2016, Annex 2 of Council Handbook)

¹¹ Strategic Planning and Reporting Framework (approved by C/88/7, April 2016, Annex 2 of Council Handbook)

¹² Update on the Management Response to the "External Evaluation of Aspects of IUN's Governance, Final Report, Universalia, November 2015 (Council decision C/88/7, April 2016)

¹³ Council decision C/88/7, April 2016 (Annex 2, A4.5), Council Handbook §8 b. v. The November 2017 Council will be invited to approve the Commission plans 2017-20 as well as their annual plans 2017 and 2018 at the recommendation of the PPC. As the 2016 Annual Monitoring and Reporting will not contain much about the Commissions which have been re-constituted following the 2016 Congress, and the 2018 plans will only provide progress on implementation 2017, it would make more sense to hold a fully fledged Council session on the performance of the Commissions in April 2018 on the basis of the 2017 reports which will be available at that time.

¹⁴ Council decision C/88/7, April 2016 (Annex 2, C4. And A4.7), Council Handbook §8 b. iii.

¹⁵ Taking into account feedback / lessons learnt from the 2016 motions process and Congress, incl. any amendments to the Rules of Procedure to be submitted to an electronic vote of the IUCN membership by February - March 2019. This may contain, but not be limited to the proposal to provide a deadline for new and urgent motions (Rule 52) in advance of the Congress as shown in the timeline for the motions process at the top of the present document.

¹⁶ Part of the Chairs' annual performance review process agreed between the President and the Chairs on 5 February 2017. The group meeting may be followed by individual meetings with the President and the DG upon request

¹⁷ 360° anonymous feedback followed by individual evaluation sessions of the President with each Chair in the presence of the DG