



Request for Proposals (RfP)

External review of aspects of IUCN's governance (2018)

External review of aspects of IUCN's governance (2018)

Issue Date: 14 May 2018

Closing Date and Time: 11 June 2018 17:00 GMT+1

IUCN Contact:

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PART 1 – INSTRUCTIONS TO PROPOSERS AND PROPOSAL CONDITIONS

1.1. About IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 950 staff in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

www.iucn.org
<https://twitter.com/IUCN/>

1.2. Summary of the Requirement

IUCN invites proposals from individuals or teams for the "External review of aspects of IUCN's governance (2018)". The detailed Terms of Reference can be found in Part 2 of this RfP.

1.3. The procurement process

The following key dates apply to this RfP:

RfP Issue Date	14 May 2018
Confirmation of Intention to Bid (optional)	Interested parties are encouraged to register their intention to submit a proposal by providing an email contact to evaluation@iucn.org no later than 17:00 GMT+1 on 4 June 2018.

	Any updates or clarifications of the Request for Proposals will be made available to all parties who have submitted an Expression of Interest.
Final date for queries	6 June 2018
RfP Closing Date and Time	11 June 2018 17:00 GMT+1
Estimated Contract Award Date	15 June 2018
Estimated Contract Start Date	20 June 2018

1.4. Conditions

IUCN is not bound in any way to enter into any contractual or other arrangement with any Proposer as a result of issuing this RfP. IUCN is under no obligation to accept the lowest priced Proposal or any Proposal. IUCN reserves the right to terminate the procurement process at any time prior to contract award. By participating in this RfP, Proposers accept the conditions set out in this RfP.

Proposers must sign the "Proposer's Declaration" and include it in their Proposal.

1.5. Queries and questions during the RfP period

Proposers are to direct any queries and questions regarding the RfP to the above IUCN Contact. No other IUCN personnel are to be contacted in relation to this RfP.

Proposers may submit their queries no later than 4 June 2018 17:00 GMT+1.

To the extent possible, IUCN will issue the responses to any questions, suitably anonymised, to all Proposers that have expressed their intention to bid to evaluation@iucn.org. If you consider the content of your question confidential, you must state this at the time the question is posed.

1.6. Amendments to RfP documents

IUCN may amend the RfP documents by issuing notices to that effect to all Proposers and may extend the RfP closing date and time if deemed appropriate.

1.7. Proposal lodgement methods and requirements

Proposers must submit their Proposal to IUCN no later than 17:00 GMT+1 on 11 June 2018 by email to: evaluation@iucn.org. The subject heading of the email shall be: **RfP – Review of IUCN governance 2018 - [Proposer Name]**. Electronic copies are to be submitted in PDF format. Proposers may submit multiple emails (suitably annotated – e.g. Email 1 of 3) if attached files are deemed too large to suit a single email transmission (10MB is the file limit for messages to IUCN addresses).

Proposals must be prepared in English and in the format stated in Part 3 of this RfP.

1.8. Late and Incomplete Proposals

Any Proposal received by IUCN later than the stipulated RfP closing date and time, and any Proposal that is incomplete, will not be considered. There will be no allowance made by IUCN for any delays in transmission of the Proposal from Proposer to IUCN.

1.9. Withdrawals and Changes to the Proposal

Proposals may be withdrawn or changed at any time prior to the RfP closing date and time by written notice to the IUCN contact. No changes or withdrawals will be accepted after the RfP closing date and time.

1.10. *Validity of Proposals*

Proposals submitted in response to this RfP are to remain valid for a period of 90 calendar days from the RfP closing date.

1.11. *Evaluation of Proposals*

The evaluation of proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights specified in part 3 of this RfP.

PART 2 – THE REQUIREMENT

See Evaluation Terms of Reference in Annex 1

PART 3 – THE EVALUATION MODEL

Each proposal is requested to respond to the following criteria (see section 4.2 for detail) and will be screened against each criterion on a point basis (available points in brackets). Award of the maximum amount of points signifies a superior qualification against the criterion, while a score of zero signifies that the requested criterion was either not addressed or completely inadequately addressed.

Criteria (showing points available in brackets)	Points available
1. Quality, clarity and relevance of the 3-page proposal, including: a) demonstrated understanding of the evaluation ToR	10
b) methodological approach	10
c) overall clarity of the evaluation work plan	10
2. Relevant qualifications of the evaluator, including qualifications and/or experience in evaluation and the technical background requested in the evaluation ToR	50
4. Quality of the writing sample, in particular degree to which the writing sample demonstrates strong evaluation practice	10
Total – technical proposal	90
3. Overall proposed cost, including consultancy fees and an estimate of travel costs (10)	10
Total – financial proposal	10
Total	100

PART 4 – INFORMATION TO BE PROVIDED BY PROPOSERS

By participating in this RfP, Proposers are indicating their acceptance to be bound by the conditions set out in this RfP.

This Part details all the information Proposers are required to provide to IUCN. Submitted information will be used in the evaluation of Proposals. Proposers are discouraged from sending additional information, such as sales brochures, that are not specifically requested.

Each of the following must be submitted as a separate document, and will be evaluated separately.

4.1. Declaration

Please read and sign the Proposer's Declaration found on the IUCN procurement page: <https://www.iucn.org/procurement/currently-running-tenders> and include this in your proposal.

4.2. Technical information/Service Proposal

Each proposal should address the following elements and questions:

- **Proposal to address the Terms of Reference:** this should include how the evaluator will approach each objective, proposed methods for data collection, proposed approach to ensuring the participatory

nature of the evaluation, high level work plan with days allocated, and brief summary of evaluator match with the required experience/qualifications in reviewing organizational governance - see Evaluation ToR section on "Qualifications of the Evaluator". (Up to three (3) pages).

- **Curriculum vitae (CV).**
- **Writing sample of an evaluation** conducted and written by the consultant, if possible on a related topic, is required. Proposals that do not submit a suitable writing sample will not be considered.

4.3. Pricing information

Prices include all costs

Submitted rates and prices are deemed to include all costs, insurances, taxes, fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Requirement. Any charge not stated in the Proposal as being additional, will not be allowed as a charge against any transaction under any resultant Contract.

Applicable Goods and Services Taxes

Proposal rates and prices shall be exclusive of Value Added Tax.

Currency of proposed rates and prices

Unless otherwise indicated, all rates and prices submitted by Proposers shall be in Swiss Francs (CHF).

Rates and Prices

Budget: overall proposed budget (up to CHF 50'000) including consultancy fees estimated travel costs. (Budget should be no longer than one (1) page).

The budget should be clear and transparent and presented in table format. The consultant fees, the number of working days anticipated and rough estimates of travel expenses must be included.

4.4. Non-price commercial information

Any self-employed consultants based in the EU or Switzerland must indicate that they will be able to provide the registration certificates and other documents relating to their tax and social security obligations.

PART 5 – PROPOSED CONTRACT

Attached is the draft proposed Contract for External review of aspects of IUCN's governance (2018). Proposers acknowledge that this is a draft contract and, as such, may be changed prior to a final Contract that is signed with IUCN.

[Professor/Dr/Mr/Mrs/Ms xxxxxxxxxxxxxxxxx]
 [xx]
 [xx]
 [xx]

[xxxxxxxxxxxxxxxx (day month year)]

For initiating Unit	Account:		CC:		Project:	
	Fund:		Activity:		DR:	

RQ/PO:	
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Dear [Professor/Dr/Mr/Mrs/Ms xxxxxxxxxxxxxxxxx],

Contract: [xx]

1. INTRODUCTION

With reference to previous contacts with [xxxxxxxxxxxxxxxxxxxxxx], IUCN is pleased to offer you, as the contractee, the following contract.

2. DURATION OF CONTRACT

This contract shall be deemed to have commenced on [day/month/year] provided IUCN has received the enclosed copy of the contract, duly signed by the contractee and will terminate upon satisfactory and timely completion of all tasks to be undertaken, but not later than [day/month/year] unless the contract is otherwise extended or terminated in accordance with the normal Swiss law of contract.

3. TASKS TO BE PERFORMED

The tasks to be performed are set out in the terms of reference attached as Annex I to this contract.

4. REMUNERATION

As full remuneration for the services performed under the terms of this contract IUCN shall pay the contractee an amount of [currency/amount in numbers (amount spelled out in letters)] (30%) upon receipt of a signed copy of this contract (with 1st invoice), [currency/amount in numbers (amount spelled out in letters)] (30%) at submission of the initial draft and [currency/amount in numbers (amount spelled out in letters)] (remaining 40%) upon satisfactory and timely completion of all tasks as specified in Annex I.

Please note that under Swiss Law an invoice is required to support each payment on which you should also indicate the bank account number where you would like these funds transferred.

5. TRAVEL ON DUTY

Travel expenses in connection with this contract shall not exceed [currency/amount in numbers]. A financial report with receipts (e.g. transportation, accommodation, meals and incidentals) according to the IUCN Travel Policy (May 2008), must be submitted in the currency of the contract to [xxxxxxxxxxxxxxxxxxxxxxxx] in order for reimbursement to be made.

6. REPORTING REQUIREMENTS

See Annex I.

7. CONTRACTUAL CONDITIONS

The general standard conditions of contract are attached as Annex II to this contract and form an integral part of it.

8. SPECIAL CONDITIONS

The contractee hereby accepts to take the necessary steps to ensure contribution to such social schemes as may be required by the laws of his/her country of residence.

9. CORRESPONDENCE

All correspondence in connection with this contract should be addressed to [xxxxxxxxxxxxxx] at the above address.

10. ACCEPTANCE

If you find the terms and conditions of this contract to be acceptable, please confirm your acceptance by signing one original of the contract and initialling both Annexes and return all three documents to [xxxxxxxxxxxxxx] at the address above.

Yours sincerely,

[xxxxxxxxxxxxxxxxxxxxxxxx]
[title]

I have understood and agree with the terms and conditions set out above and in Annexes I and II to this letter.

Signed: _____

Date: _____

PART 6 – DEFINITIONS

For the purposes of this Request for Proposal (RfP) the following definitions apply:

Contract	Means any contract or other legal commitment that results from this Request for Proposals.
Contractor	Means the entity that forms a Contract with IUCN for provision of the Requirement.
Instructions	Means the instructions and conditions set out in Part 1 of this Request for Proposals.
IUCN	Means IUCN, International Union for Conservation of Nature and Natural Resources.
IUCN Contact	Means the person IUCN has nominated to be used exclusively for contact regarding this Request for Proposals and the Contract.
Proposal	Means a written offer submitted in response to this Request for Proposals.
Proposer	Means an entity that submits, or is invited to submit, a Proposal in response to this Request for Proposals.
Requirement	Means the supply to be made by the Contractor to IUCN in accordance with Part 2 of the RfP.
RfP	Request for Proposals

Annex 1

Terms of reference for an external review of aspects of IUCN's governance (2018)

Terms of Reference
14 May 2018

Rationale

IUCN's governing body, the Council, seeks an independent consultant (individual or firm) for a participatory review of IUCN's governance.

For the purpose of this review, IUCN governance is defined as the combination of processes and structures as overseen by the IUCN Council and implemented by the IUCN Council and its Bureau, Members, Secretariat and Commissions to inform, direct, manage, and monitor the organization's activities toward the achievement of its objectives. Good governance in IUCN entails the application of the following principles:

- Leadership, organizational performance management and accountability
- Delegation
- Stewardship, controlling and risk management
- Integrity
- Transparency, access to information and public participation
- Inclusiveness, diversity and renewal

Particular focus should be given to measuring alignment with industry best practice on corporate governance, including but not limited to appropriate information/ disclosure flows, transparency and communications including between these different components and the effectiveness with which Council is able to carry out its statutory role, while recognising IUCN's unique role as a conservation organisation and global leader composed of an active membership base.

In response to a review carried out in 2015 Council adopted a package of reforms including carrying out independent reviews of IUCN's governance at least once every four years. Council presented an extensive report on these reforms to the 2016 IUCN World Conservation Congress upon which the Congress adopted the amendments to the Statutes proposed by Council as part of the reforms. For additional background see Appendix 1 to Terms of Reference: Further context and background on governance in IUCN.

This review is commissioned as a result of these reforms and based on the meeting of the Governance and Constituency Committee of the IUCN Council (7 February 2018) to improve overall governance taking into account the roles and relationships between different parts of IUCN.

Purpose and scope

The overall purpose of this review is to contribute to the continued improvements in the effectiveness of IUCN's governance structures and functions including, in particular, the statutory role Council has to ensure the accountability of IUCN's six [Commissions](#) (networks of experts) and the Secretariat. The review will provide recommendations for reforms and/or enhanced practices to further ensure alignment with international best practice in principles of good governance.

The **specific objectives** for the review in 2018 are:

- 1) To review the effectiveness of the governance roles and relationships between constituent parts of the Union (Council, Bureau, Secretariat, Commissions, Members and National and Regional Committees) and the principles needed to improve governance.
- 2) To assess progress and review the effectiveness of the implementation of the Council's Management Response to the External Review of Aspects of IUCN's Governance (2015), in particular items of the "Enhanced practices and reforms of IUCN's governance".

- 3) To review governance aspects of the Commissions in light of the measures included in the aforementioned "Enhanced Practices and Reforms", as specified below:

Council is to commission a quadrennial external review of the Commissions including their mandates, as part of the quadrennial "External Review of IUCN's governance" (see hereafter C4.). The purpose will be to ensure necessary renewal of existing Commissions and broader renewal of Commissions or other network mechanisms to meet the knowledge generation, expert and Programme delivery needs of the Union. These will have to be done well before the date fixed for filing nominations for Commission Chairs, and possibly mid-way into the 4 year inter-sessional period. (A4.7, Enhanced practices and reforms of IUCN's governance)

Ensure that Council commissions an external review of IUCN's governance at least every four years, to be delivered in time to inform a Council 'strategy session' at mid-term. The Terms of Reference and scope of the external review shall be established by Council. They shall include the review of the IUCN Commissions as described in A4.7 [below]. The Management Response to the external reviews of IUCN's governance shall be made by the Council with the understanding that with regard to the Commissions, the responsibility for the Management Response shall be shared between Council and the Director General. Provision for review should be included in the IUCN budget. (C4, Enhanced practices and reforms of IUCN's governance)

It should be noted that a substantive review of the programmatic contributions of the Commissions or their mandates is outside the scope of this review. The evaluator is invited to make use of findings of recent External Reviews concerning the Commissions.

Audience and intended use

The main target group for this review is the Council who will prepare a formal Management Response to the recommendations of the review and specify, as appropriate, intended results, activities, and timelines. The Council will share the responsibility for responding to recommendations on Commissions with the Director General.

The Director General will also give her response to the specific aspects relating to them where appropriate in the final report.

Approach and methodology

The review should be carried out in a participatory manner, including through consultation of the Governance and Constituency Committee (GCC) of Council in the finalisation of review questions as well as the participation of other relevant stakeholders.

The specific **methodology** should be outlined by the evaluator in an inception note, but is expected to include at least:

- 1) The consultant will define a governance maturity model specific to IUCN, where maturity is assessed at the organizational level and for each of the six commissions. Recommendations should be provided for each level of analysis and for each of the commissions (max 3 per commission).
- 2) Define what constitutes adequate comparisons or benchmarks in terms of good corporate governance. For instance, this might follow The Institute of Internal Auditors' *Assessing organizational governance in the public sector* (October 2014)¹ and other relevant literature such as ICGN Global Governance Principles (2017)², King Report on Governance for South Africa (2009)³, King IV Report for Corporate Governance for South Africa (2016)⁴, OECD G20/OECD Principles of Corporate

¹ https://www.iaa.nl/SiteFiles/IIA_leden/PG%20Assessing%20Organizational%20Governance%20in%20the%20Public%20Sector.pdf

² <http://icgn.flpbks.com/icgn-global-governance-principles-2017/#p=2>

³ http://c.ymcdn.com/sites/www.iodsa.co.za/resource/resmgr/king_iii/King_Report_on_Governance_fo.pdf

⁴ https://c.ymcdn.com/sites/www.iodsa.co.za/resource/resmgr/king_iv/King_IV_Report/IoDSA_King_IV_Report_-_WebVe.pdf

Governance (2015)⁵ and the UK Corporate Governance Code (2016)⁶ bearing in mind the relevance of such reports for an organisation as IUCN.

- 3) A review of activities and results of the work undertaken by the Council, Secretariat and Commissions to date in implementing the "Enhanced Practices and Reforms" adopted in response to the External Evaluation of Aspects of IUCN's Governance (2015).
- 4) Interviews with current Councillors, including in particular representatives of the GCC, the Programme and Policy Committee (PPC) and the Finance and Audit Committee (FAC) and the Chairs of Commissions.
- 5) Interviews with senior staff in the IUCN Secretariat, a sample of IUCN Members and other stakeholders.

The methods may also include:

- 6) Focus groups or other facilitated group sessions for making sense of the collected input;
- 7) Cases studies, featuring deep dives on significant decisions and events; and/or
- 8) Direct observation of debates at key events to assess dynamics and relationships between stakeholders.

The consultant is invited as an observer and/or to share initial findings during the forthcoming Council meeting scheduled October 6-8 2018 (Jeju, Republic of Korea).

The Governance and Constituency Committee (GCC) of the Council, which is tasked "to assist and provide advice to the Council with a view to maintaining an effective governance [...]" (Terms of Reference approved by Council in February 2017), will manage the review with assistance from IUCN's Planning, Monitoring, Evaluation and Risk (PMER) Unit.

At the start of the assignment, the consultant will be provided with:

- Document list with explanatory context in addition to those noted in Appendix 2 to Terms of Reference: Documents to consult
- Calendar of upcoming events in the IUCN four-year cycle to provide context for recommendations
- More detail on processes already underway that address governance, such as work on the IUCN Enterprise Risk Policy

This review is expected to meet the principles in the [IUCN Monitoring and Evaluation Policy](#), see in particular section 6.3 Monitoring and evaluation principles and note that section 6.2 Evaluation criteria does not necessarily apply to this review.

The budget for this Review using the above methods is set at 50 000 CHF including travel costs.

Qualifications of the evaluator (individual or firm)

- Proven track record in participatory and evidence-based review and in reviewing organizational governance, in particular;
- demonstrated track record in delivering "high stakes" reviews/evaluations on time, with a high degree of professionalism and ethical standards;
- deep understanding of governance and management issues of international organizations;
- good command of at least two of IUCN official languages (English, French, Spanish).

Timetable and deliverables

The consultant will be responsible for providing the following **deliverables**:

⁵ http://www.oecd-ilibrary.org/governance/q20-oecd-principles-of-corporate-governance-2015_9789264236882-en;jsessionid=991fq2omsf1p6.x-oecd-live-02

⁶ <https://www.frc.org.uk/getattachment/ca7e94c4-b9a9-49e2-a824-ad76a322873c/UK-Corporate-Governance-Code-April-2016.pdf>

- 1) An inception report, including a governance maturity model adapted to IUCN, the review methods, the final research questions, detailed activity planning and stakeholders to be interviewed, survey instruments, the table of contents of the final report and templates for tables, graphs and charts.
- 2) A benchmarking report, briefly assessing IUCN against the governance maturity model and, to the extent possible, benchmarking IUCN against similar organizations. This report should provide recommendations for areas of governance for future review.
- 3) Participation as an observer and/or a presentation of initial findings related to the enhanced Council practices to be delivered at the GCC meeting to be held during the Council meeting of 6-8 October 2018, Jeju, Republic of Korea.
- 4) A draft report of maximum 20 pages (excluding annexes), including:
 - a) An update on progress and analysis of the implementation of the "Enhanced Practices and Reforms" adopted in response to the External Evaluation of Aspects of IUCN's Governance (2015).
 - b) Any additional recommendations for reform / enhanced practices on corporate governance.
 - c) Recommendations should be short term (reforms that can be implemented before 2020 period), medium term (that require adoption by the next Members' Assembly in 2020) and long-term (additional considerations of further work to move towards best practice).
- 5) A final report incorporating relevant feedback from the Chair of GCC and the Director General through the Chair of GCC.
- 6) A PowerPoint presentation of the key conclusions of the report to be delivered to the GCC at a meeting to be convened in January 2019 (by telephone).

Milestone / deliverable	Indicative completion date
Approval of ToR	94 th Council meeting
Recruitment of review consultant and start of mandate	Mid June 2018
Inception note including final review/research questions	End June 2018
Data collection and analysis	June-September 2018
Initial findings on Council practices shared	End September 2018
Observing/presentation of initial findings to GCC in Jeju (to be determined by consultant)	6-8 October 2018
Draft report	15 November 2018
Final Report	10 January 2019
Presentation of final report at Council/GCC	January 2019
Council preparation of a management response	April 2019

Appendix 1 to Annex 1 Terms of Reference: Further context and background on governance in IUCN

The World Conservation Congress, in particular the Members' Assembly, brings together its membership every four years to, among others, define the general policy, approve the Programme for the period until the next Congress, elect the Council, and amend the Statutes. Between sessions of the Congress, the Council - and acting on its behalf and under its authority, the Bureau - set strategic direction for the Union, provide oversight and guidance for the components of the Union, fulfil fiduciary responsibilities to the membership, and render account to them.

Other components (statutory bodies) of the Union such as the Secretariat, the Commissions, and the Regional and National Committees and Regional Fora, exercise the mandates and the authority assigned to them under the Statutes.

Governance fell within the scope of each External Review of IUCN from 1991 until 2011. In 2015 a separate External Evaluation of Aspects of IUCN's Governance was commissioned and overseen by the GCC.

In 2015 two external reviews of IUCN – one focused on governance (in particular the Council) and the other focused on IUCN (in particular programme implementation) – led to several actions/responses:

- "Enhanced practices and reforms of IUCN's governance" found in the management response to the review, and adopted by Council in April 2016, notably:
 - o A4.7 – a commitment to regular external review of the Commissions
 - o C4 – a commitment to regular external review of governance
 - o C4.1 – an agreed practice for Council to comment on any governance aspects from future IUCN External Reviews (those focused on programme implementation)

Furthermore, in the Commissions' response to the External Review of IUCN 2015 they re-affirmed the governance relationship between Council and Commissions: "The oversight by Council should be on the annual workplan and budget of each Commission."

Other recent major improvements to governance spearheaded by the Council in the four-year period 2013-2016 are:

- A strengthened Bureau. To improve its ability to act in a timely and effective manner, the Council enhanced the role of the Bureau and Council Committees. This improvement now enables Council to address issues more strategically while still exercising high-level oversight.
- Enhanced accountability of Commissions. The improvements also clarified and strengthened the accountability of Commissions to the Council, and further continued the reporting line of the Commission Chairs to the President. A number of steps were also taken to reduce potential conflicts of interest of the Commission Chairs as members of the Council including the Council's approval of Commission Financial Rules in 2017.
- Pre-Congress approvals of motions. A significant number of motions were approved electronically in advance of Congress. This move follows recommendations from the Members' Advisory Group on Motions and Resolutions Implementation established by the IUCN membership at the 2012 Congress.
- Council sets four year strategic priorities. Keen to find new and more effective ways of operating, Council decided to set 4-year strategic priorities at the start of each term Council approved a strategic planning and reporting framework to oversee the Union's overall performance. It also clarified its role in developing and approving for submission to Congress the draft quadrennial Global Programme as the key instrument for setting the Union's strategic direction.
- A revised & strengthened transparency policy. Council revised its Transparency Policy, making all official Council documents available to donors and the public immediately following each meeting. All Council (and Bureau) decisions continue to be published and input sought from the membership prior to every Council meeting on the basis of key Council documents.

Appendix 2 to Annex 1 Terms of Reference: Indicative list of documents to consult

Additional documents, and specific references within these documents, will be made available during the inception phase of the assignment.

Document	Given name
Governance review 2015	External evaluation of aspects of IUCN's governance 2015
- Council response	<p>Management response to "External Evaluation of Aspects of IUCN's Governance", Final Report, Universalia, November 2015 (Approved by the IUCN Council during its 88th meeting, April 2016, decision C788/7)</p> <ul style="list-style-type: none"> - Narrative - Annex 2: Enhanced practices and reforms of IUCN's Governance (including Annex 1 Strategic Planning and Reporting Framework for the Union, and Annex 2: Proposed scheme of distribution of responsibilities between the Council, the Bureau, the Council's Standing Committees (FAC, GCC, PPC) and the Congress Preparatory Committee (CPC). - Annex 3: Approved amendments to the IUCN Regulations - Annex 4: Strategic Planning and Reporting Framework incl. Annex 1: Annotated Strategic Planning and Reporting Framework - Annex 5: The IUCN Council's Policy on Transparency Approved by the IUCN Council at its 73rd meeting (decision C/73/151, November 2009), modified at its 83rd meeting (C/83/9, May 2014) and at its 88th meeting (C/88/7, April 2016) - Annex 7: Approved amendments to the IUCN Statutes: Enhanced practice and reforms of IUCN's governance - Congress document WCC-2016-8.2/5 1 June 2016
Progress update on Council response (traffic light assessment of progress on enhanced practices)	Status of the implementation of "Enhanced practices and reforms of IUCN's governance" (last update 19 October 2017) (Council document from 93rd Council Meeting)
External Review of IUCN 2015	External review of IUCN 2015
IUCN response (April + November 2016)	External Review of IUCN 2015 Management Response Narrative (30 January 2017)
Update on IUCN response in 2017	Status update on response to 2015 External Review in 2016 Annual Report , presented at 2017 November Council meeting (sections 7.1, 7.2? – and 7.3 and Annex D)
IUCN Statutes	Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations
External Review of IUCN 2011	External Review of IUCN 2011
Re: transparency, communication to Members	88th IUCN Council decisions and Modifications to IUCN Regulations
Transparency and communication to Bureau	Appropriate Bureau Minute
Council and Bureau documents and decisions (public)	https://www.iucn.org/about/union/council/decisions https://www.iucn.org/about/council/council-and-bureau-documents