

**IUCN – The World Conservation**

**World  
Conservation  
Congress**

*Agenda and  
Documentation*

17–25 November 2004  
Bangkok, Thailand



**IUCN – THE WORLD CONSERVATION UNION**  
**THE WORLD CONSERVATION CONGRESS**  
**17-25 November 2004, Bangkok, Thailand**

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17-25 November 2004, Bangkok, Thailand**

**Provisional Agenda**

***COMMISSIONS/CONSERVATION FORUM***

**Day 1 – Wednesday 17 November 2004**

- 09h00 - 17h00            **6 Parallel Commission Meetings (Open to IUCN members)**
- 18h30 - 20h00           **28<sup>th</sup> Sitting of the World Conservation Congress  
(Plenary Hall)**  
Opening Ceremony for the 3<sup>rd</sup> Session of the World Conservation Congress
- 20h00 - 21h30           **Host Country Welcome Reception**

**Day 2 – Thursday 18 November 2004**

- 09h30 - 10h00           **29<sup>th</sup> Sitting of the World Conservation Congress  
(Plenary Hall)**  
Preliminary Opening of the World Conservation Congress
1. Preliminary Report of Credentials Committee
  2. Adoption of Agenda
  3. Adoption of amendments to Rules of Procedure of the World Conservation Congress
  4. Appointment of Credentials, Resolutions, Finance & Audit and Programme Committees, and approval of Terms of Reference
- World Conservation Forum**
- 17h00 - 20h00           Candidates' Presentations

**Day 3 – Friday 19 November 2004**

- World Conservation Forum**
- 17h00 - 20h00           Candidates' Presentations

**Day 4 – Saturday 20 November 2004**

- World Conservation Forum**
- 16h00 - 19h00           Candidates' Presentations
- 19h00 - 21h00           Regional Members' Meetings

***MEMBERS' BUSINESS ASSEMBLY***

**Day 5 – Sunday 21 November 2004**

- 09h00 - 12h00           **30<sup>th</sup> Sitting of the World Conservation Congress  
(Plenary Hall)**
1. First Report of Credentials Committee
  2. Presentation by Chair of the Resolutions Committee on the resolutions process

## **Day 5 (continued)**

3. Presentation by Chair of the Programme Committee on Programme process including resolutions related to the Programme
4. President's Report
5. Director General's Report
  - Activities of the Union since the 2<sup>nd</sup> Session of the World Conservation Congress
  - Report on the financial affairs of the Union
  - Report on Membership Development
  - Follow-up to Resolutions and Recommendations from the Amman Congress
  - Report on Knowledge Management
  - Report on other evaluations

12h00 - 14h00

Candidates' Presentations

14h00 - 17h00

### **31<sup>st</sup> Sitting of the World Conservation Congress (Plenary Hall)**

1. Joint President/Director General Report
  - Report on the External Review (Director General)
  - Report on the Governance Task Force and amendments to the Statutes (President)
2. Report of the Commissions' Review
3. Reports of the Chairs of Commissions

17h00 - 19h00

Candidates' Presentations

## **Day 6 – Monday 22 November 2004**

09h00 - 12h00

### **32<sup>nd</sup> Sitting of the World Conservation Congress (Plenary Hall)**

1. Reports from recognised Regional Committees and Forums
2. Draft Resolutions and Recommendations distributed in accordance with Rules of Procedure of the World Conservation Congress. Presentation, discussion and, where appropriate, Adoption

12h15 - 13h45

Candidates' Presentation

14h00 - 17h00

### **33<sup>rd</sup> Sitting of the World Conservation Congress (Plenary Hall)**

(polls open 14h30)

1. Second Report of the Credentials Committee
2. Elections of
  - President
  - Treasurer
  - Regional Councillors
  - Commissions Chairs
3. Discussion and Adoption of Draft Resolutions and Recommendations

(polls close 20h30)

*An evening session may be scheduled for Resolutions*

## **Day 7 – Tuesday 23 November 2004**

ALL DAY

***DELEGATE EXCURSION DAY AND CONGRESS COMMITTEES WORKING DAY***

## **Day 8 – Wednesday 24 November 2004**

09h00 - 12h00

### **34<sup>th</sup> Sitting of the World Conservation Congress (Plenary Hall)**

1. Third Report of the Credentials Committee
2. Announcement of election results
3. Presentation and Adoption of Membership Dues

***Day 8 (continued)***

4. Report on the Forum results
5. Presentation on the new Intersessional Programme including Commission mandates and Report of the Programme Committee of Congress
6. Report on the finances of IUCN in the Intersessional Period 2000-2003, Accounts and Auditors' Reports for 2000-2003
7. Presentation on the financial plan for new Intersessional Period and Report of the Finance & Audit Committee of Congress
8. Appointment of Auditors

14h00 - 17h00

**35<sup>th</sup> Sitting of the World Conservation Congress  
(Plenary Hall)**

1. Discussion and Adoption of change of Statutes
2. Discussion and Adoption of Draft Resolutions and Recommendations

19h00 - 21h00

**36<sup>th</sup> Sitting of the World Conservation Congress  
(Plenary Hall)**

1. Discussion and Adoption of Draft Resolutions and Recommendations

**Day 9 – Thursday 25 November 2004**

09h00 - 12h00

**37<sup>th</sup> Sitting of the World Conservation Congress  
(Plenary Hall)**

1. Fourth Report of the Credentials Committee
2. Discussion and Final Adoption of Resolutions and Recommendations
3. Adoption of Programme, Commission mandates and Financial Plan

14h00 - 16h00

**38<sup>th</sup> Sitting of the World Conservation Congress  
(Plenary Hall)**

1. Presentation of John C Philips Memorial Medal, Honorary Membership and Commission Awards
2. Closing Ceremony, including
  - Message from President Elect
  - Closure of the World Congress by the outgoing President

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17-25 November 2004, Bangkok, Thailand**

**Proposed Amendments to the Rules of Procedure of the  
World Conservation Congress regarding  
the Credentials Committee and Electronic Voting**

**Action Requested:** The World Conservation Congress is requested to APPROVE the proposed amendments to Rule 21 (regarding the Credentials Committee) and Rules 63, 64, 65, 66, 67, 68, 69 and 70 (regarding Voting Cards and Methods of Voting on Motions) of the Rules of Procedure of the World Conservation Congress, as set forth below.

## Background

### Credentials Committee (Rule 21)

1. When examining the Terms of Reference for the Credentials Committee of the World Conservation Congress, Council expressed the wish to include in the Committee's Terms of Reference, the possibility of requesting this Committee "to perform such other functions as may be conferred by Council." To achieve this would first require an amendment to Rule 21 of the Rules of Procedure. If this proposal is adopted, Rule 21 would read as follows (proposed new wording is shown in bold italics and underlined):
  21. The World Congress shall elect a Credentials Committee, composed of members nominated by the President and including the Director General or the Director General's representative *ex officio*. The Credentials Committee shall examine credentials ***and other matters within its terms of reference as defined by Council*** and report to the World Congress. The report shall include the number of votes to be exercised by each delegation in accordance with the Statutes.

### Voting Cards and Methods of Voting on Motions (Rules 63, 64, 65, 66, 67, 68, 69 and 70)

2. On the recommendation of the Bangkok Congress Preparatory Committee, Council reviewed the question of whether or not to introduce electronic voting on motions as an alternative to the current voting cards method, and based on a detailed analysis carried out by the Secretariat, Council decided to introduce the electronic voting alternative by adopting the following amendment to the Regulations (which was circulated to

members in between the first and second adoptions required by the Statutes):

### In *Part IV – The World Conservation Congress*:

#### Electronic Voting

- 40bis. When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, the voting may be conducted by delegates electronically by inserting into a machine each member's voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. Members who choose not to cast a vote electronically shall be declared to have abstained. The Election Officer shall monitor and ensure the accuracy of the electronic voting system.
3. Consistent with the above action, Council, on the recommendation of the Legal Adviser, proposes amending Rules 63, 64, 65, 66, 67, 68, 69 and 70 of the Rules of Procedure, to read as follows (proposed new wording is shown in bold italics and underlined, proposed deletions are in square brackets with strikeout):

### *Part VIII - Methods of Voting*

#### Voting Cards *and Electronic Voting Cards*

63. Voting cards marked to distinguish the session of the World Congress concerned ***and, if required under Rule 67, electronic voting***



cards, shall be distributed to delegates by the Secretariat in accordance with the report of the Credentials Committee.

64. The voting cards given to delegates of Category A members shall be white; those to Category B members shall be green. In the case of electronic voting, the electronic voting card shall be programmed so as to ensure that the votes of Category A members and the votes of Category B members shall be recorded separately.
65. ~~[Each w]~~White or green voting cards will each equal[s] one vote and ~~[Cards]~~shall be distributed according to the number of votes to which the member is entitled by the Statutes. In the case of electronic voting, the electronic voting card shall be programmed with the number of votes to which the member is entitled by the Statutes.

#### Methods of Voting on Motions

66. Only an accredited representative of a delegation may vote and speak on behalf of that member. No delegate may use the voting card, electronic voting card or speaking rights of another delegation without the express prior written permission of the delegation in question.
67. Voting shall normally be carried out by delegates holding up the voting cards or, in the alternative, by inserting electronic voting cards into machines as provided for specifically in Regulation 40bis (informal vote). The result of the vote shall be announced by the Chair.

68. If the Chair thinks it necessary or if any delegate so requests, ~~[the]~~ a vote that was carried out by delegates holding up the voting cards shall be repeated, the voting cards for each Category being counted separately by at least two tellers (formal vote). In the case of electronic voting under Rule 67, the vote shall simply be repeated.
69. When voting is carried out by delegates holding up voting cards, ~~[O]~~on a request by delegates from at least ten members eligible to vote, the vote shall be taken by roll call. The roll shall be called in each Category separately for each delegation in the order of the printed membership list beginning with a country chosen at random. Voting shall be expressed by “yes”, “no”, or “abstain”. Abstentions shall not be counted as votes cast.
70. A secret ballot may be held at the request of delegates from ten members eligible to vote. In this case, when voting is carried out by delegates holding up voting cards, ballot papers bearing only the letters “A” or “B”[,] shall be distributed by the Secretariat on presentation of the voting cards on the basis of one paper per card. The ballot paper shall provide for a “yes”, “no” or “abstain” vote. Ballot papers may be used only for one ballot. If a further ballot is taken, the ballot papers must be marked with an identifying number corresponding to the ballot for which they are valid. In the case of electronic voting, the Election Officer shall ensure that the system is programmed so as to guarantee the anonymity of all votes.

\* \* \*

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**Credentials Committee  
Draft Terms of Reference**

**Action Requested:** The World Conservation Congress is asked to APPROVE the Terms of Reference proposed by Council.

The Credentials Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 21 of the Rules of Procedure of the World Conservation Congress.

The Terms of Reference of the Committee shall be:

- to supervise the accreditation process of members' delegations in accordance with Rule 21 of the Rules of Procedure of the World Conservation Congress;
- to certify to the Congress the delegates in good standing who are able to exercise their rights;
- to indicate the total number of votes to be exercised by each category of voting members present at the World Conservation Congress, in accordance with Article 34 of the Statutes, Part V – The World Conservation Congress;
- to receive from the Director General a statement of names of those members who are not in good standing and whose rights in connection with elections, voting and motions are *ipso facto* suspended under Article 13 a) of the Statutes, Part III – Members;
- to implement policies and guidelines established by Council for members with outstanding dues;
- to include at least two members of the Membership Committee;
- to act as focal point for issues of the wider constituency of IUCN membership;
- to make recommendations to decide appeals;
- to perform such other functions as may be conferred by Council;
- in preparing its report, the Committee will coordinate with the Finance & Audit Committee and the Programme Committee.

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**Resolutions Committee  
Draft Terms of Reference**

**Action Requested:** The World Conservation Congress is asked to APPROVE the Terms of Reference proposed by Council.

The overall responsibility of the Resolutions Committee (RC) is to ensure the smooth operation of the Resolutions and Recommendations process during the 3<sup>rd</sup> IUCN World Conservation Congress. The RC manages the motions process at the Congress. More specifically, the RC is responsible for verifying whether incoming motions meet the statutory requirements and for deciding which motions will be put to vote at the Congress, and which will be discussed in *ad hoc* contact groups.

The Resolutions Committee will be elected by the Congress. It shall include the members of the Resolutions Working Group appointed by the Council.

The RC is responsible for the management of motions at the Congress. The RC shall:

1. Verify whether a motion meets the specific statutory requirements for motions submitted at the Congress as described in Rule 54 of the Rules of Procedure. If motions are received at the Congress within the deadline set by the Steering Committee and meet the statutory requirements, the RC shall ask the Secretariat to circulate the text to delegates (see Rule 54).
2. Receive proposed amendments to motions, and decide whether an amendment is in order (see Rule 59).
3. May decide to exclude or amend a draft motion.
4. May refer a motion to a committee or *ad hoc* contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress.
5. In case a text has been debated in a committee or contact group, consider the resulting report before presenting the text to the Congress (see Rule 56).
6. Forward any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions of the World Congress that considers the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action (see Rule 54).
7. May propose that amendments should be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (see Rule 59).

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**Finance and Audit Committee  
Draft Terms of Reference**

**Action Requested:** The World Conservation Congress is asked to APPROVE the Terms of Reference proposed by Council.

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

The Terms of Reference of the Committee shall be:

- a) to examine the audited annual accounts and management letters issued by the external auditors for the years 2000, 2001, 2002 and 2003, together with the cover paper on the Finances of IUCN for the period 2000 to 2003, and the estimates for 2004, prepared jointly by the Treasurer and the Director General. (Congress Paper CGR/3/2004/20);
- b) to examine the Financial Plan for the period 2005–2008 (Congress Paper CGR/3/2004/21) and the proposal for membership dues (Congress Paper CGR/3/2004/17);
- c) to consider the reports of the Council and of its Finance and Audit Committee;
- d) to evaluate the recommendation made by the Council regarding the appointment of the external auditors (Congress Paper CGR/3/2004/22);
- e) to consider any other matters of finance or financial and operational procedures referred to the Committee by the plenary session or by the Steering Committee;
- f) to advise the Congress on the outcome of these considerations, and to propose action as appropriate;
- g) to comment on the implications of the resolutions submitted to Congress for decision in relation to the Financial Plan approved by Council;
- h) in preparing its report, the Committee will coordinate with the Programme Committee and the Credentials Committee.

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**Programme Committee of Congress  
Draft Terms of Reference**

**Action Requested:** The World Conservation Congress is asked to APPROVE the Terms of Reference proposed by Council.

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

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

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

"Discussion of the draft Programme or proposed mandate of a Commission shall take into consideration any motion or part of a motion affecting these documents, and all such motions shall be dealt with as proposed amendments to the Programme or mandate. All such motions shall be remitted by the Resolutions Working Group or the Resolutions Committee to the session of the World Congress that considers the Programme and mandates of the Commissions. The sponsors of these motions shall be advised of this action."

- (b) assist Congress by taking note of comments from the Membership on the Programme of the Union, as expressed in discussion of the Director General's Report on the Activities of the Union since the 2<sup>nd</sup> Session of the World Conservation Congress (Congress Paper CGR/3/2004/7); the Reports of Chairs of Commissions and the Review of Commissions (Congress Papers CGR/3/2004/12 and 11, respectively);

- (c) consult with members or groups of members who wish to discuss programmatic matters that they have been unable to address in Plenary;
- (d) advise the Congress on ways in which the procedures for formulating and implementing the Programme of the Union, or the activities to be undertaken by particular Commissions or Secretariat groups, or in particular regions, should be adjusted;
- (e) if necessary, propose specific adjustments to the draft Programme for 2005–2008 or the mandates of any Commission by way of adopted minutes;
- (f) if necessary, prepare recommendations through minutes of the Committee for adoption by the Congress.
- (g) in preparing its report, the Committee will coordinate with the Credentials Committee and the Finance & Audit Committee.

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**Report of the Director General on the Work of the Union  
since the 2<sup>nd</sup> IUCN World Conservation Congress, Amman, 2000**

**Action Requested:** The World Conservation Congress is requested to NOTE and DISCUSS the Report of the Director General.

**1. From Amman to Bangkok – Responding to a Complex Mandate**

**2. Managing Change in the Context of a rapidly changing World**

A World Transformed  
Change Management in IUCN  
Raising IUCN's Profile as a 'Union of the World's Conservation Movement'

**3. The Amman Resolutions and Recommendations – A Report Back**

Addressing Amman's 98 Resolutions and Recommendations  
Council Identifies Priorities for 2001–2004  
Revising the IUCN Policy System

**4. Valuing and Conserving Nature in a Just World: IUCN's Programme 2001–2004**

The New Programme – A Milestone for IUCN  
Working with KEG to Deliver Results: Three Brief Examples

**5. Innovations and Transformation – Building on IUCN's Core Competencies**

**5.1 The IUCN Secretariat**

New Management Structures for a New Programme  
The Corporate Strategies Group (CSG) – A focus on communicating with our constituencies and partners  
Strengthening IUCN's Regionalized Structure – New IUCN Offices  
IUCN's Global Human Resources Policy  
The 3I-C Fund: Investing in the Future  
Another Step towards Regionalization and Decentralization  
Transforming IUCN Communications for the 21<sup>st</sup> Century  
Knowledge Management: Investing in the Future of IUCN's Core Functions  
A New Private Sector Strategy  
Monitoring and Evaluation – Enhancing IUCN's Effectiveness  
IUCN's Corporate Social Responsibility  
Appointment of Internal Auditor and Legal Counsel

**5.2 The IUCN Commissions**

Commissions and the One Programme  
The 2004 Commission Review and a New Social Contract  
Commission-Secretariat Collaboration – Partners in Innovation

**5.3 Membership and Governance**

New Membership Strategy and Website Developed

Supporting National and Regional Committees – A New Fund  
The Rescission List  
IUCN Membership Increases  
Improving IUCN Governance for the 21<sup>st</sup> Century

#### **5.4 Finance and Donors**

Turnover 1999–2003  
Enhancing Donor Diversification  
A Better Balance between Core and Restricted Income  
Investing in Regions, Enhancing Global Thematic Resources  
Reserves and Risk Management Improve  
Improving the Collection of Members Dues in Arrears  
Past Turnover / Future Plan

### **6. Conclusion: If you had a choice – what would you want IUCN to be? Reflections on Leadership in a Union**

## 1. From Amman to Bangkok – Responding to a Complex Mandate

In *'better health and better heart'* is how the External Review of IUCN summarised the state of our Union at the end of 2003. However, hidden beneath these words lies a complex set of developments, transformations and innovations which characterize the evolution of IUCN since the Amman World Conservation Congress (WCC) in October 2000. This report aims to provide you with a mix of strategic reference points as well as concrete examples of how IUCN has responded to the mandate developed by its members at Amman.

The key elements of this mandate have been defined through the following documents approved for the 2001–2004 intersessional period:

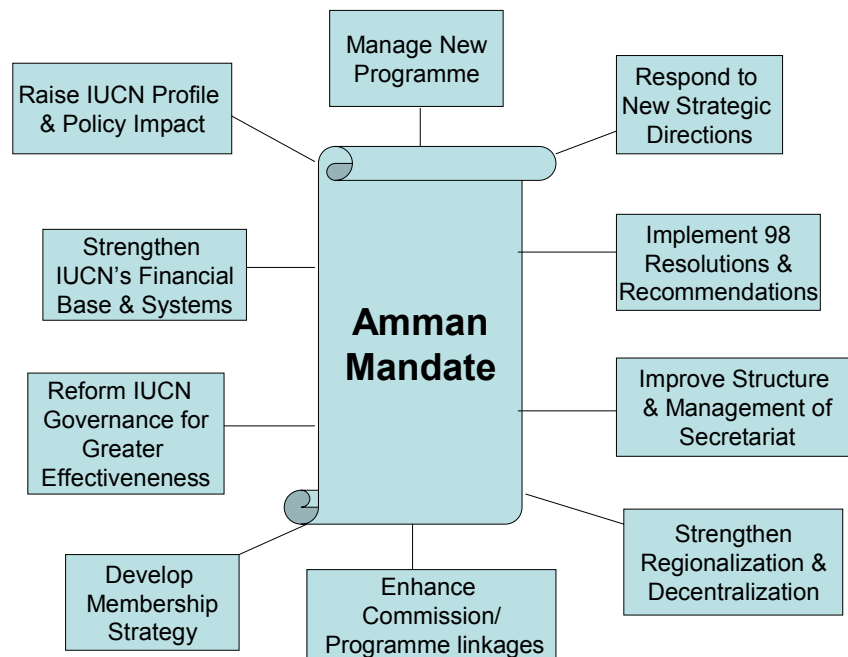
- IUCN Resolutions and Recommendations adopted by Congress;
- *Stepping into the New Millennium* – IUCN's Intersessional Programme;
- Six Commission mandates; and the
- IUCN Financial Plan 2001–2004

While the Amman Mandate can be subdivided into dozens or even hundreds of subcomponents it might be helpful to provide a summary of the key reference points and directions IUCN's membership agreed on in the year 2000:

- Managing IUCN according to the new programmatic framework of a clear strategy (Knowledge, Empowerment, Governance and Operations) and the associated 59 results.
- Responding to strategic directions in terms of innovation and the future evolution of the programme – e.g. poverty-conservation linkages, engaging the private sector, more effective use of the UN system, functioning as a knowledge network.
- Implementing the decisions of the Congress, captured in the 68 Resolutions and 30 Recommendations.
- Addressing shortcomings identified in the structure and management of IUCN's global thematic and regional programmes as well as other corporate functions and units of the Secretariat (e.g. 1999 External Review, Council and Congress guidance, responses identified in Director General's Report -2000).
- Strengthening the regionalization and decentralization process of IUCN.
- Enhancing the capacity and accountability of IUCN's Commissions to achieve their potential in implementing the Union's Programme.
- Developing a more deliberate and effective strategy for engaging and supporting IUCN's member organizations.
- Reforming IUCN's governance process to achieve greater effectiveness in the management and accountability of the Union's various components.
- Strengthening the financial base of the Union by expanding framework funding and introducing more effective financial and risk management systems.
- Raising the profile and policy impact of the Union by investing in IUCN's capacity to communicate (priorities, processes, products and technology).



## Key Elements of the Amman Mandate



As I report back to you on the extent to which we succeeded or not in meeting these expectations I do want to highlight some important outcomes from the past four years. The 'state of the Union' in 2004 is indeed one of better health. Reforms and changes initiated both recently, but also during the tenure of my predecessors Maritta von Bieberstein Koch-Weser and David McDowell and indeed of prior Councils, have helped IUCN evolve, adapt and change.

In 2004 IUCN is a more focussed organization, working with one global programme framework, in a highly regionalized and decentralized Secretariat structure, with greater financial transparency and accountability than ever before, with record numbers of members in IUCN and its Commissions, a renewed commitment to governance reform, greater emphasis on its functions and identity as a Union, and a stronger voice as facilitator as well as leader of the world conservation movement. By highlighting the significant progress made I do not wish to deny the many frustrations and unfulfilled hopes that have accompanied these processes. We have much to do in completing IUCN's transition as the 21<sup>st</sup> century Union for the global conservation community. But there is life in IUCN and enormous capital upon which to draw and in which to invest. The following sections aim to illustrate how we have set about achieving IUCN's transformation and the key drivers for change in the future.

## 2. Managing Change in the Context of a rapidly changing World

### *A World Transformed*

Organizations do not function in a vacuum, and our response to the Amman mandate needs to be considered in contexts set by the opportunities and constraints of the wider world, as well as IUCN's own particular institutional circumstances. The past four years have been marked by an extraordinary range of events and developments, creating a rapidly changing and uncertain context for IUCN's work.

- The aftermath of September 11<sup>th</sup>, 2001 has dramatically changed global geo-politics, compounded worries about international cooperation and multi-lateralism, and produced a world increasingly preoccupied with security. As the attention of the world has narrowed, the conservation agenda often seems to have struggled for attention in the policy arena.
- The world economic slowdown since the turn of the new millennium, currency devaluations, and cutbacks in public spending have affected investment flows and changed national priorities. Official development aid continued to decline in real terms until 2003, and many aid agencies have shifted funding priorities away from biodiversity and natural resources, making it harder to find resources for biodiversity-related activities.

- At the same time, international corporations have achieved much greater influence over the political economy of nations in both north and south, and continue to extend their ecological footprint. Growing corporate influence, and the prominence of the World Trade Organization (WTO) agenda in determining the scope for positive international cooperation, have affected governance landscapes, profiling new opportunities and challenges for IUCN's programmatic work.

However, the external context has also provided impetus for some welcome changes within IUCN. This intersessional period has been marked by fresh intellectual currents and new insights that have prompted IUCN to reflect on its unique strengths and have helped catalyse new commitments and programmes of work.

- The UN Millennium Summit of 2000 and the Millennium Declaration adopted by 189 countries, and their commitment to eight Millennium Development Goals (MDGs) for eradicating extreme poverty and hunger, have provided a new focus for engagement for IUCN, enabling us to demonstrate to the rest of the world the relevance of conservation to sustainable development and human wellbeing.
- The World Summit on Sustainable Development (WSSD) of 2002 reaffirmed the Rio commitments and support to the international environmental conventions, and helped confirm the relevance of the conservation community's, and thus IUCN's core competencies in biodiversity, ecosystem management and species conservation as critical elements to guiding sustainable development. It also gave impetus to new and innovative partnerships for sustainable development.
- A growing emphasis on more pluralistic decision-making processes, democratization and principles of good governance,<sup>1</sup> have helped draw attention to IUCN's own unique governance structures and processes as a global environmental organization, highlighting anew IUCN's responsibilities as a union of members, and our convening role.
- The virtual shrinking of the planet through new information and communication technologies is providing many new opportunities for IUCN to help the conservation community to more effectively integrate, disseminate and share conservation knowledge.

### ***Change Management in IUCN***

During the past four years IUCN has continued to display its remarkable capacity to change, evolve and adapt. At times, like all organizations, IUCN is slow to respond and must be pushed to do so by events and crises, but it also responds to good guidance and good governance. The new IUCN Programme introduced and adopted at Amman has had a significant impact on the organization as a whole. IUCN's recurrent financial problems have also led to the most far reaching reform of its financial and risk management system in two decades. Managing the transition from one Director General (DG) to the next, with the inevitable uncertainty and sense of instability that this implies for staff and partners, posed another challenge that IUCN mastered with the loyalty and support of its employees, donors and members.

My challenge as incoming Director General was to build on the positive reforms initiated by my predecessors and endorsed by the Amman Congress, while providing a realistic focus and set of priorities for achieving transformative changes in IUCN. Without clear results both members and donors would begin to turn away from the Union in search for more effective institutions.

Over the past intersessional period we therefore initiated six major reviews, to inform and guide change management within IUCN over the coming years. Many of the recommendations from these are already being incorporated into our work, and others will continue to shape the future of the Union over the next decade. The reviews include:

- Governance of IUCN – IUCN Council Task Force
- Regionalization and Decentralization Review – Phase I
- External Review of IUCN Performance (1999–2003)
- Resolutions and Recommendations (1948–2001) – IUCN Policy Framework
- Commissions and IUCN (Bossey Report & 2004 Review of Six Commissions)
- Knowledge Management and IUCN

Results of each of these are not all discussed separately here, but will be referred to throughout the following text.

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<sup>1</sup> See, for example: UNDP (2002): *Human Development Report 2002: Deepening Democracy in a Fragmented World*. UNDP, New York. Also, World Resources Institute (2003): *World Resources 2002–2003 Decisions for the Earth: Balance, Voice and Power*. World Resources Institute, Washington, D.C.

### ***Raising IUCN's Profile as a 'Union of the World's Conservation Movement'***

While constructing this change management agenda IUCN could not afford to neglect external developments and key policy opportunities. A decision was therefore taken to designate three key events in 2002, 2003 and 2004 as Union-wide priorities for mobilizing the IUCN global community of members, Commissions, partners and staff for three major global policy platforms.

By November 2004 IUCN will have hosted three major world events in just 26 months:

- IUCN Environment Centre at WSSD in Johannesburg in September 2002
- IUCN V<sup>th</sup> World Parks Congress (WPC) in Durban, September 2003
- IUCN WCC in Bangkok in November 2004

These events have played a significant role in demonstrating IUCN's public profile as the 'Union of the world's conservation movement'. They have also changed perceptions of IUCN among key elements of our worldwide membership resulting in a number of new and potentially far reaching partnership opportunities and mandates emerging for the future role as a Union. By investing in such high profile and substantive roles, IUCN has helped reawaken the interest of IUCN members, and key donors, in IUCN as a global policy platform and vehicle of the conservation movement, and managed to regain the attention of the broader sustainable development community.

### **3. The Amman Resolutions and Recommendations – A Report Back**

#### ***Addressing Amman's 98 Resolutions and Recommendations***

As a democratically governed organization, IUCN's work is shaped by its members. The motions adopted by members in the form of resolutions and recommendations are a key litmus test for IUCN's effectiveness. I therefore take seriously the task of reporting back on the implementation of the decisions the Amman Congress took.

- In general, IUCN has made excellent progress in fulfilling the Amman Resolutions and carrying out the Recommendations, as the table below indicates.<sup>2</sup>

<b>Progress with Implementing Resolutions and Recommendations 2001–2004</b>		
	<b>Resolutions</b>	<b>Recommendations</b>
<b>Number approved in Amman</b>	68	30
<b>% Largely or Fully Completed during 2001–2004 Programme</b>	78%	70%

- The partial completion of some Resolutions and Recommendations should not be interpreted as a shortcoming. Several of the Resolutions are on-going, such as the implementation and monitoring of the multi-lateral environmental agreements (MEAs). Some Resolutions have proved difficult to implement because of their inherent complexity or the difficulty in raising funds to support them.

#### ***Council Identifies Priorities for 2001–2004***

The sheer number of resolutions adopted at recent Congresses also makes it difficult, if not impossible, to implement all resolutions during one intersessional period. This fact has prompted the IUCN Council to develop priorities for the Secretariat in implementing resolutions.

In June 2001, the IUCN Council selected 11 priority Resolutions to guide IUCN's work. We have made good progress in implementing these priorities as briefly described in the Table below. Implementation of partially completed Resolutions will be carried over into the next intersessional period.

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<sup>2</sup> Full details on the follow-up to the Resolutions and Recommendations of the 2<sup>nd</sup> IUCN World Conservation Congress can be found in the separate Director General's *Draft Report on Follow-up to the Resolutions and Recommendations*.

<b>Progress with Implementing Resolutions Prioritized by Council 2001–2004</b>	
<b>Resolution</b>	<b>Key Activities 2001–2004</b>
An IUCN Arid and Semi-Arid Lands Global Thematic Programme (2.3)	IUCN book <i>Extractive Industries: Arid and Semi-Arid Lands. Environmental Planning and Management</i> was launched at CCD <sup>3</sup> COP 6 <sup>4</sup> . Regional offices, such as EARO <sup>5</sup> and ARO <sup>6</sup> , have also incorporated arid land issues into their programmes.
IUCN's Work in Oceania (2.8)	With support from the Secretariat the IUCN Oceania Regional Committee undertook a strategic overview and developed a draft Programme and Business Plan for the region through a consultative process. These documents will form the basis for guiding IUCN's future work in the region.
Implementation and monitoring of international conventions (2.9)	IUCN has assisted States, members and partners in the implementation of the World Heritage Convention; CITES <sup>7</sup> ; the Convention on Migratory Species; CCD; CBD <sup>8</sup> ; UNFCCC <sup>9</sup> and Ramsar. IUCN made a significant contribution in carrying forward the outcomes of the V <sup>th</sup> IUCN World Parks Congress to CBD COP 7 in 2004.
IUCN Collaborative Management for Conservation Programme (2.15)	Collaborative Management for Conservation is actively supported by thematic and regional components of the IUCN Programme, as well as the joint working groups of CEESP <sup>10</sup> and WCPA <sup>11</sup> . Web-based services on this topic, in English and Spanish, have also been created during this intersessional period.
Climate Change, biodiversity and IUCN's Overall Programme (2.16)	IUCN has developed a Climate Change Strategy in consultation with thematic and regional programmes, designed to help societies mitigate the effects of climate change and adapt to it in ways that are both environmentally sound and socially equitable.
IUCN Marine Component Programme (2.21)	A revitalized Marine Programme today works on coral reefs, large marine ecosystems, high seas, marine protected areas, fisheries, island ecosystems, invasive species and poverty. It has field projects in most IUCN regions, and has worked collaboratively with Commissions such as CEL <sup>12</sup> .
Preparing for Rio+10 (2.26)	IUCN's planned actions with respect to WSSD were successfully implemented. IUCN's preparatory process and the IUCN Environmental Centre in Johannesburg helped IUCN raise the profile of the conservation community and to regain the attention of the broader sustainable development community.
Follow-up on World Bank Forest Policy (2.35)	IUCN commented jointly with WWF on the draft World Bank Forest Strategy, and held meetings with the World Bank officers, including the President, to discuss its shortcomings. The coordinator of IUCN's Forest Conservation Programme now participates in the advisory committee for the implementation of the World Bank Policy.

<sup>3</sup> CCD: Convention to Combat Desertification

<sup>4</sup> COP6: The Sixth Conference of the Parties

<sup>5</sup> EARO: Eastern Africa Regional Office

<sup>6</sup> ARO: Asia Regional Office

<sup>7</sup> CITES: Convention on International Trade in Endangered Species of Wild Fauna and Flora

<sup>8</sup> CBD: Convention on Biological Diversity

<sup>9</sup> UNFCCC: United Nations Framework Convention on Climate Change

<sup>10</sup> CEESP: Commission on Environmental, Economic and Social Policy

<sup>11</sup> WCPA: World Commission on Protected Areas

<sup>12</sup> CEL: Commission on Environmental Law

Support for environmental defenders (2.37)	Support for environmental defenders has been incorporated into the Environmental Law Programme's plan of work, which coordinates legal approaches for providing legal defense for environmental activists.
Millennium Ecosystem Assessment (2.55)	IUCN has contributed extensively to the preparation of the Millennium Ecosystem Assessment. The IUCN President and Director General contribute as alternate members of the Board of Directors of the MEA, and the Chief Scientist is a major contributor to the technical committees of the MEA. Many Commission members have also become contributors.
Invasive alien species (2.67)	The Resolution on invasive alien species has been supported by a special 3I-C project which intended to mainstream invasives work across the IUCN Programme, under the direction of a Secretariat Task Team. IUCN also continues to be involved in the GISP. <sup>13</sup>

### ***Revising the IUCN Policy System***

During this intersessional period IUCN has undertaken a review of the Union's large body of policies, made since 1948, to determine whether the existing resolutions were consistent and coherent, to ascertain gaps, and to revise and strengthen the Union's policy system. An important product of the policy system review will be a searchable web-based database for members.

- The 'Revised IUCN Policy System', approved by Council in May 2002, confirmed that IUCN's general policy can only be developed by the World Conservation Congress (WCC) through the resolution process.
- A review of the 788 Resolutions and Recommendations passed since the founding of the Union in 1948 concluded that existing resolutions and recommendations provide the Union with a sufficient mandate to pursue its vision and Mission.
- To avoid possible contradictions and inconsistencies between resolutions, Council has passed a motion to establish a Precedent Clause, whereby more recent resolutions and recommendations take precedence over earlier ones.

## **4. Valuing and Conserving Nature in a Just World: IUCN's Programme 2001–2004**

### ***The New Programme – A Milestone for IUCN***

In this section I want to highlight the significance of the new Programme to IUCN as whole, and to give you something of the flavour of its strategy in relation to our work on species, protected areas and ecosystem management. For more detailed information on other Programme achievements, members should consult the IUCN Progress and Assessment Reports produced since Amman.<sup>14</sup>

- The 2001–2004 Intersessional Programme introduced two new organizing concepts into IUCN's work: results-based management and a strategic framework. It categorized the Union's work into 59 results, which were clustered into seven Key Result Areas (KRAs), which were intended to serve the goals of facing the extinction crisis and maintaining ecosystem integrity.
- It introduced the Knowledge-Empowerment-Governance-Operations (KEGO) strategy which provided the intention and logic for the Programme. This powerful strategy, in a slightly modified form, has also gone on to inform the 2005–2008 Intersessional Programme presented to the Bangkok Congress.
- The Programme has been commended for making a major contribution to principles and practice of sustainable development, whilst fully incorporating IUCN's core competencies of biodiversity, ecosystems and species conservation. Besides providing a stable and compelling framework for pursuing the Union's Mission, and a better structure and focus for the organization's work, it has created a unifying force and shared vision.<sup>15</sup>

<sup>13</sup> GISP: Global Invasive Species Programme

<sup>14</sup> IUCN (2002): *IUCN 2001. The IUCN Programme: An Assessment of Progress 2001*. IUCN Gland, Switzerland and Cambridge, UK. Also, IUCN (2003): *An Assessment of Progress 2002: The IUCN Programme*. IUCN Gland, Switzerland and Cambridge, UK.

<sup>15</sup> Bruszt, G.; Ammour, T.; Claussen, J.; Ofir, Z.; Saxena, N.C.; Turner, S. (2003): *IUCN External Review, 2003*. IUCN – The World Conservation Union, Gland, Switzerland.

### **Seven Key Result Areas 2001–2004**

- (1) Effective management and restoration of ecosystems
- (2) Institutions, agreements, processes and policies
- (3) Incentives and Finance
- (4) Equitable sharing of costs and benefits
- (5) Assessment of biodiversity and of related social and economic factors
- (6) Information management and communication systems
- (7) Effective, efficient, and accountable governance and management of the Union

### **The IUCN Knowledge-Empowerment-Governance Strategy**

*Knowledge:* “IUCN’s core business is in generating, integrating, managing and disseminating knowledge for conservation.”

*Empowerment:* “But knowledge alone is not enough. IUCN has a role to play in using knowledge to build capacity, responsibility and willingness of people to plan, manage, conserve and use nature and natural resources in a sustainable and equitable manner.”

*Governance:* “When knowledge is available and people are able to use it, steps can be taken to improve laws, policies, economic instruments and institutions for the conservation and equitable use of nature and natural resources.”

However, despite the progress made in developing the 2001–2004 Programme, we recognise that there is still room for improvement. The Secretariat is well aware of many of these concerns and has responded to them, not least through the improvements in the 2005–2008 Programme<sup>16</sup>, and the IUCN Response to the 2003 External Review. For example, it is considered that:

- The Programme has yet to develop its potential to become a dynamic driver of programmatic choices and activities. It must do more to consolidate its monitoring and evaluation systems and capacity, and to enhance its knowledge management systems.
- Ownership and understanding of the Programme are still to be improved across the Union, and more has to be done to maximize the synergies between IUCN’s component parts, including greater involvement of members and Commissions in programme design and implementation.
- While the Knowledge-Empowerment-Governance strategy has provided a guiding rationale and a cohesive framework for our programmatic work, more could be done to make the links between the Knowledge-Empowerment-Governance components more explicit, and in identifying intended users and uses.

#### ***Working with KEG to Deliver Results: Three Brief Examples***

The 2001–2004 Programme was an experience of intent. In reporting to you today one of the questions must be if IUCN’s Programme did indeed address the extinction crisis and ecosystem integrity. Three examples below illustrate how we have worked with the KEG strategy to achieve results and deliver IUCN’s vision and Mission.

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<sup>16</sup> The latter has been described by the External Review as “an exemplary model of inclusive and evidence-based planning.” Bruszt et al (2003): *ibid.* p.24

## **The IUCN Red List: From the fate of the Bactrian Camel to the CBD and CITES**

One of IUCN's best known knowledge products is the IUCN Red List of Threatened Species, which provides the most authoritative global assessments of the status of plants and animals, and is used by thousands of scientists, policy makers, students, NGOs and planners worldwide. The Species Survival Commission (SSC) is working with the *Red List Consortium*, including Birdlife International, NatureServe and the Center for Applied Biodiversity Science of Conservation International, in generating the information and analysis that is needed to produce the Red List. IUCN released updated Red Lists in 2002 and 2003. The 2003 data shows that some 12,259 species are threatened with extinction.

The Red List provides important inputs to international environmental governance, such as the CBD, CITES and the Convention on Migratory Species. SSC's Plant Programme made key contributions to the Global Plant Conservation Strategy which was adopted by the CBD in 2002. The SSC also provided invaluable data to CITES COP 12 in 2002, which was a milestone for trade in commercially important marine species, such as basking shark and whale shark, which were placed on Appendix II. In collaboration with TRAFFIC<sup>17</sup>, IUCN encouraged participants to consider CITES as part of a larger suite of tools for the sustainable management of wild species, and to provide positive incentives for conservation and sustainable livelihoods.

## **The Protected Areas Agenda: More than just dots on a World map**

IUCN contributes to protected area knowledge in a number of ways. The work of IUCN's WCPA on Protected Area Management Categories, which has evolved over more than a quarter of a century, provides the world with an internationally recognised set of standards and guidelines for protected area management. One example of its application is the joint IUCN-UNEP publication of the *2003 United Nations List of Protected Areas*, the draft of which was launched at the V<sup>th</sup> IUCN WPC in Durban in 2003.<sup>18</sup> A major success was the decision of the 180 Member States of the CBD COP 7 to formally accept the IUCN categories system as the basis for international reporting.

Important progress has also been made in building capacity on people and parks issues. With its theme *Benefits Beyond Boundaries*, the WPC helped showcase the relevance of protected areas to sustainable development. It drew attention to the need to fully recognise indigenous and local communities' rights and responsibilities in protected area management, as well as the role of community conserved areas.<sup>19</sup> With reference to the MDGs, the WPC recommendation on Poverty and Protected Areas stressed that protected areas should strive to reduce poverty at the local level, and at the very minimum not contribute to poverty. More generally, IUCN has helped build knowledge and capacity on the gender and equity dimensions of protected areas throughout the network.<sup>20</sup>

As a Union we must work with many different interest groups if we are to improve protected area governance. In 2002 we initiated a new dialogue on mining and biodiversity with the International Council on Mining and Metals (ICMM). While this has not been without its controversies, IUCN has tried to guide such processes in an effective and transparent way to achieve real conservation benefits. One such benefit is that the 15 ICMM member companies and Shell both announced in August 2003 that they would not explore or mine in natural World Heritage sites around the world in the future. This is considered a significant step on the road to the private sector recognising the principles underlying the IUCN protected area category system, and more specifically the provision for protected areas categories I to IV.

<sup>17</sup> TRAFFIC: Wildlife Trade Monitoring Network (IUCN/WWF)

<sup>18</sup> Chape, S.; Blyth, S.; Fish, L.; Fox, P.; & Spalding, M. (2003): *2003 United Nations List of Protected Areas*. IUCN, Gland, Switzerland and Cambridge, UK, and UNEP-WCMC, UK.

<sup>19</sup> This was largely thanks to the work of a joint CEESP/WCPA task force on the 'Theme on Indigenous and Local Communities, Equity and Protected Areas' (TILCEPA).

<sup>20</sup> IUCN's Senior Gender Advisor has produced many publications and trained thousands of people in techniques and strategies for mainstreaming gender into their conservation work. For example, see IUCN (2001): *In Search of the Lost Gender: Equity in Protected Areas*. IUCN ORMA/Absoluto.

## **WANI : Protecting Wetlands and Managing Ecosystem Services**

IUCN's Water and Nature Initiative (WANI) is an outstanding example of how to use multi-disciplinary and multi-stakeholder approaches to enhance biodiversity, livelihoods and wider economic benefits from improved water resources management. WANI, which was elaborated into a five-year action plan in 2001, is working with interest groups in 12 river basins worldwide, including the El Imposible Barra de Santiago Basin in El Salvador, the Mekong River in Vietnam, the Niger River in Mali and the Waza Lagone in Cameroon.

The initiative has worked closely with CEL in creating governance and legal frameworks for ecosystem approaches,<sup>21</sup> and with IUCN economists in building the economic case for wetland management.<sup>22</sup> Expressing the value of wetlands in economic and development terms is crucial for influencing development policy making. In Botswana, Malawi, Mozambique, Zambia and Cambodia, for example, IUCN has helped demonstrate the value of wetlands in supporting the livelihoods of the rural poor. Economic valuations in Costa Rica and Tanzania have pointed to new and innovative mechanisms for governments and local communities to raise funds and use markets to support upper catchment conservation.

WANI has also made key contributions to international governance by bringing its lessons learned to the World Water Forum and other international platforms. Our participation at the 12<sup>th</sup> session of the UN Commission on Sustainable Development (CSD-12) in 2004, on the topic of 'Water, Sanitation and Human Settlements', helped mainstream ecosystem approaches to water management; promote tools to ensure sustainable supplies of water and freshwater biodiversity products to the poor, and encourage innovative financing mechanisms to pay for ecosystem services. IUCN has also supported the Ramsar Convention on Wetlands in making progress in relating wetland conservation to wider issues of sustainable development and poverty alleviation.

These examples provide an illustration of the vision and approach which underlie the IUCN Programme 2001–2004. While we have some way to go in ensuring that key elements of this approach are applied in all IUCN activities, we believe that the Knowledge-Empowerment-Governance framework, a renewed focus on IUCN's core competencies and a firm commitment to the unique identity of IUCN as a Union are the right drivers for achieving the desired change.

## **5. Innovations and Transformation – Building on IUCN's Core Competencies**

This section presents some highlights from the past four years in terms of implementing IUCN's change management agenda. Managing the transition of IUCN into a Union for today's conservation community may not be fast enough for many of us, but it is happening and we can see results everyday and everywhere we look in the IUCN family. This section will cover innovations from within the IUCN Secretariat, Commissions, Membership, Governance and Finance.

### **5.1 The IUCN Secretariat**

Innovations within the IUCN Secretariat since Amman have sought to align Secretariat structures (see Attachment 1 for the IUCN Secretariat Organigram) and resources with new programme priorities to achieve greater innovation, and to better deliver the IUCN Programme.

***New Management Structures for a New Programme.*** Since Amman we have realigned IUCN's management structures to better reflect the repositioning of the Programme. The Director Global Programme is now responsible for a Programme, Planning and Evaluation Team (PPET) and two major thematic groups: the 'Ecosystems and Livelihoods Group' and the 'Policy and Global Change Group'. IUCN also has appointed three Senior Advisors on Gender, Economics and Social Policy to stimulate and deliver expertise across the Union, replacing the traditional model of a separate unit on social sciences.

<sup>21</sup> Dyson, M.; Bergkamp, G.; Scanlon, J. (eds) (2003): *Flow. The Essentials of Environmental Flows*. IUCN, Gland, Switzerland and Cambridge, UK.

<sup>22</sup> Loth, P. (Ed) (2004): *The Return of the Water: Restoring the Waza Logone Floodplain in Cameroon*. IUCN, Gland, Switzerland and Cambridge, UK.



**The Corporate Strategies Group (CSG) – A focus on communicating with our constituencies and partners.** As a Union it is critical that IUCN manages its programme not only with a technical and scientific focus, but also from a corporate perspective, particularly with regard to the kind of services its members expect. Since Amman we have consolidated and reconstructed a number of IUCN's corporate functions, under the Director-Corporate Strategy, including Membership Relations and IUCN Governance, Conservation Finance and Donor Relations and the Communications Group. Over the years many of these functions had not received the kind of investment required to upgrade IUCN into a modern membership organization.

**Strengthening IUCN's Regionalized Structure – New IUCN Offices.** Eight new IUCN offices have been opened since Amman (some of these being relocations) – deepening the presence of IUCN worldwide and indicating the growing interest in IUCN's presence at regional and national levels (please see the map of IUCN offices worldwide in the draft IUCN Programme 2005–2008 document). Besides establishing new regional and country offices, IUCN has also emphasised strategic links between offices to strengthen our global policy networks, and to give IUCN visibility and a voice on global environmental policy. Particularly important in this respect are the links between Washington, Brussels, Bonn, Nairobi and Gland, and the IUCN focus on the key institutions with global policy mandates such as the World Bank Group, the Global Environment Facility, UN bodies and the growing influence of the European Commission.

### **Strengthening IUCN's Regionalized Structure**

**The IUCN Centre for Mediterranean Cooperation** was established in Malaga, Spain in 2001. This is the first IUCN office established on the basis of an ecosystem approach, which functions beyond national boundaries to address environmental concerns unique to the Mediterranean region. The Centre works with regional stakeholders on a wide range of resource issues, and has developed very good working links with the Programme, Commissions and members.

**The Regional Office for Europe (ROfE)** was relocated to Brussels in 2002, and aims to play a significant role in influencing environmental policy within the European Union (EU) and its impact beyond the EU member states, as well as supporting IUCN's pan-European membership of over 350 members. The ROfE has recently developed the policy initiative *Countdown 2010*, in response to EU and WSSD targets on biodiversity, which will help develop concrete action for saving biodiversity in Europe. The Balkans are viewed as a major priority within the region and it is anticipated that a project office will open there shortly.

**The Beijing Liaison Office in China** was opened in 2002. With a rapidly growing population of over 1 billion, and a fast growing economy, China's ecological footprint is set to be enormous in the years to come. China is positioning itself on a number of economic, trade and sustainable development issues, and is attempting to build its internal capacity to address these. IUCN has many opportunities to play a strategic role there.

**The Regional Office for WESCANA**, another long awaited transition, was opened in April 2004, in Amman, Jordan, opening a new chapter in IUCN's engagement with members and players in the region. WESCANA's opening coincided with a successful Regional Conservation Forum, being co-hosted with IUCN's National Committee in Amman, Jordan.

**Country Offices in Tanzania and Mauritania** were also opened during this intersessional period, providing grassroots support for the Union's growing portfolio of activities in the regions.

**The IUCN Permanent Observer Mission to the UN** was established, and runs on a part-time basis for the moment, providing an important IUCN presence at key UN meetings, and facilitates the input of IUCN events and issues at various times of the year.

**IUCN's Global Human Resources Policy.** The Global Human Resources Policy was completed and approved by Council, marking a significant milestone in upgrading IUCN's Human Resources framework to reflect the needs and challenges of managing our most important resource – the people who live and operate in more than fifty countries. The Policy constitutes the Staff Rules of IUCN and sets out general terms of employment for IUCN Secretariat staff worldwide. The Policy will be reviewed at least every four years to ensure conformity with the Statutes and evolving trends in human resource management. A Human Resources Procedures Manual has also been developed. All Regional Offices are now working on updating their conditions of service. Following the initiative of the SSC, which

commissioned a ‘volunteerism study’, Council has started a process to better understand and support the role and input of volunteers in the IUCN family.

**The 3I-C Fund: Investing in the Future.** IUCN has established a small fund, known as the 3I-C Fund, designed to catalyse Innovation, promote Integration, generate Information and stimulate Communication. It allows us to allocate up to CHF 250,000 to future oriented projects, usually based on ideas which are emerging from IUCN component programmes and Commissions. 3I-C projects must be consortium proposals involving global thematic, Commission and regional programmes, have clear outputs that are scientifically credible, that can be communicated to key audiences and have strong potential to attract further investment by donors and partners. A total of 12 projects have been funded to date, and each of these is infusing the IUCN Programme with new ideas and energy.

#### **3I-C Projects 2001–2004**

- Poverty Alleviation and Conservation
- Making Trade Work for Conservation
- IUCN and NEPAD<sup>23</sup>
- Extractive Industries and Biodiversity
- IUCN and Certification
- Sustainable Use of Species and Ecosystems
- Launching an IUCN Programme for Central Asia
- Engaging the Private Sector: an IUCN Strategy
- IUCN Climate Fund
- Knowledge Management : IUCN’s Strategy for the Future
- The Precautionary Principle: Lessons Learned
- 3<sup>rd</sup> IUCN World Conservation Congress Global Synthesis Workshops

**Another Step towards Regionalization and Decentralization.** IUCN took another step along the route of regionalization and decentralization (R&D) during the period under review. The R&D Review undertaken in 2002 looked at managerial systems within the Union’s Secretariat, particularly at improving the efficiency of procedures and mechanisms of region-centre interactions and collaboration. Many of the Review’s recommendations have already been incorporated into our change management agenda, but the key task of preparing the Regional and Country based programme structure and strategy of IUCN for the future is still to be accomplished. The next stage of the R&D review process will commence after the Bangkok Congress.<sup>24</sup>

**Transforming IUCN Communications for the 21<sup>st</sup> Century.** One of the most frequently cited weaknesses of IUCN is its communications impact and visibility. In response IUCN has dramatically revamped its communications and information systems through new management approaches, which more effectively link programme and communications staff, and a new generation of e-based communications. IUCN’s visibility has improved as a result of redesigning the IUCN website and template in 2002 resulting in a significant increase in website hits (from 180,000 per month in 2001, to 1,500,000 hits per month in 2004), as well as a new global system of news reporting. New partnerships with members and alliances are also changing the Union’s capacity and outreach.

**Knowledge Management: Investing in the Future of IUCN’s Core Functions.** IUCN frequently describes itself as a ‘knowledge-based organization’. However, there remains confusion about what knowledge is, how it is generated, disseminated, assimilated and used. IUCN commissioned a Knowledge Management Review in 2004, which is being undertaken with an IUCN member, the International Institute for Sustainable Development. It will provide us with systematic and strategic input for assessing IUCN’s future role and products/services in this field. During the past two years IUCN’s members and Commissions have begun to generate strong and potentially far reaching proposals for IUCN as a facilitator, convenor, provider and leader in conservation knowledge (see box below).

<sup>23</sup> NEPAD: New Partnership for Africa’s Development

<sup>24</sup> More information on the R&D process is discussed under the Membership and Governance section.

## **Integrating Knowledge Across the Union: IUCN Commissions Explore the Horizons of e>IUCN**

**ECOLEX – an information service on environmental law.** This is a joint initiative of IUCN, UNEP and FAO. Its purpose is to build capacity worldwide by providing the most comprehensive possible global source of information on environmental law. The improved ECOLEX was launched at the FAO General Conference in 2003, and is managed from the IUCN Environmental Law Centre in Bonn.

**Species Information Service (SIS), will provide and link scientific information on species, habitats and ecosystems,** and is being developed by SSC, in collaboration with Secretariat staff and a consortium of conservation organizations and information technology companies.

**The Protected Areas Learning Network (PALNet) provides an interactive, web-based knowledge management tool for protected area managers and stakeholders** to share lessons and build their capacities. This tool is being developed by WCPA in collaboration with many of our members and partners.

***A New Private Sector Strategy.*** During 2003/2004 we have developed a new Private Sector Engagement Strategy, to orient and guide our engagement with business in pursuit of the IUCN Mission. In recent years IUCN has been approached by businesses seeking to collaborate on a range of environment and conservation issues. A growing number of companies are recognising that environmental issues will become increasingly important to their long-term business strategy. Likewise many of IUCN's member governments and NGOs have come to see business as an essential actor in their efforts to conserve nature and promote sustainable livelihoods. In developing the Private Sector Strategy we conducted a survey of our members and reviewed our interactions with business, identified the opportunities and challenges that arise from growing private sector interest in sustainable development, and developed principles and criteria for engaging with the business world.

***Monitoring and Evaluation – Enhancing IUCN's Effectiveness.*** IUCN's monitoring and evaluation systems, which aim to improve the performance of projects, programmes and the organization as a whole, have become a major resource for IUCN managers. The results of a Meta Analysis on the quality of IUCN evaluations indicated that IUCN undertakes significant levels of evaluations, compared to other organizations (about 50 per annum). The challenge we still have to resolve is how we focus more on the quality of our feedback systems and enhance learning throughout the Union by linking monitoring and evaluation more clearly to the KRAs and into organizational performance.

***IUCN's Corporate Social Responsibility.*** Over the past intersessional period IUCN began to explore the question of its own ecological footprint and corporate responsibility. A working group, under the Director of Corporate Strategies, has begun to collect data on current practices, from paper use and carbon dioxide emissions to human rights. This survey will form the basis of a formal corporate action plan and will address how IUCN might report on its own environmental impact in the future. A recent web-based experiment, within IUCN Headquarters, on calculating and reporting on our carbon dioxide emissions produced by air travel, and offsetting these emissions through investing in sustainable development projects, generated a positive response, and we hope to extend the trial throughout the Secretariat later this year. The Secretariat has also worked hard to 'green' IUCN's three major platform events, WSSD, WPC and the WCC.

***Appointment of Internal Auditor and Legal Counsel.*** For the first time in its history IUCN appointed a Legal Counsel in August 2003, who is now providing legal advice to the whole organization on a broad variety of topics, including laws and regulations, internal governance and relationships with external third parties, consistent with the IUCN Statutes and Regulations. The Legal Counsel position has recently been merged with the statutory Legal Adviser function, resulting in an expansion of the Legal Counsel responsibilities to include legal support to IUCN components on a broader array of statutory and governance issues.

An Internal Auditor has also been appointed by the Director General, to advise on the financial integrity of IUCN operations through independent, systematic, periodic reviews and appraisals of all major operations and activities. The Internal Audit function provides assurance to the Finance and Audit Committee of Council that member and donor funds are well administered, with accountability, probity and prudence.

## 5.2 The IUCN Commissions

Commissions have been one of the most stable components of IUCN over time. For some this has been a sign of stagnation, while for others it is proof of their continual value. As is so often the case, both views can be true. IUCN without Commissions would not be IUCN, yet without changes in the relationship between the Union and its Commissions there may be one day no IUCN. As the Union's premier knowledge networks, and in many respects vital platforms for the development of norms and standards in the field of conservation, it is essential that we develop a positive agenda for the future development of IUCN's Commissions. I am very pleased to report that, from the Director General's perspective, an exciting process and window of opportunity has emerged during the past ten months. A number of important advances were made in rethinking the role of Commissions within the Union as a whole, their governance and relationships with the Secretariat, including their role as knowledge networks – notably through the Bossey Consultation Group meeting in June 2003<sup>25</sup>, and the 2004 Commission Review<sup>26</sup>.

**Commissions and the One Programme.** An important breakthrough in articulating a closer relationship between the Commissions and the Programme was made by agreeing that there was '*one programme*' in IUCN as approved by its members at the World Congress, under whose framework both the Secretariat and the Commissions operate, one strategic process to arrive at it and one system of accountabilities to monitor and manage it.

**The 2004 Commission Review and a New Social Contract.** The 2004 Commissions Review, commissioned jointly by the Director General and the six Chairs, broke new ground in many respects. It was the first time that all six Commissions had been evaluated at the same time using a common framework, providing an opportunity to reflect on the relevance, effectiveness and efficiency of the Commissions as a group, and their positioning in relation to the initiatives that are shaping the global conservation agenda. The Review reported on a wide range of topics, including Commission mandates, leadership, communications and finances, and made ten recommendations relating to their future (see box below).

### 10 Recommendations of 2004 Commission Review

1. Improve the focus of Commission Mandates with a set of specific objectives.
2. Develop a common written reporting framework for Commissions to Council.
3. Develop a policy to provide adequate support to Commission Chairs.
4. Review the statutory role of Deputy Chairs of Commissions.
5. Strengthen the role of Commissions as knowledge providers within IUCN.
6. Increase coordination for financial resources for Commissions.
7. Produce Commission intersessional plans, with objectives, and report on results.
8. Integrate Commissions within IUCN's monitoring and evaluation system.
9. Strengthen the gender dimensions of Commission programmes.
10. Undertake reviews to strengthen Commissions' capacity for work on poverty and the environment.

**Commission-Secretariat Collaboration – Partners in Innovation.** Since Amman there have been some excellent new examples of IUCN Commission-Secretariat-member and/or inter-Commission innovation, which reflect real creative synergies between diverse component parts of the Union, and the effectiveness of working together. A few of these innovations are mentioned here and provide a good indication of where the potential for future joint initiatives lie.

<sup>25</sup> Dublin, H.; Futrell, W.; Hesselink, F.; Rani Mumtaz, K.; Sandbrook, R. (2003): *Report of the Consultative Group on Commissions*. Château de Bossey 11–15 April 2003. IUCN – The World Conservation Union, Gland, Switzerland.

<sup>26</sup> Whyte, A. & Ofir, Z. (2004): *External Review of IUCN Commissions. Draft Report*. IUCN – The World Conservation Union, Gland, Switzerland.

### **Commission-Secretariat Collaboration: Partners in Innovation**

**CEC – developing the ‘IUCN World Conservation Learning Network’ concept**, a virtual platform for utilizing IUCN’s diverse knowledge products for online capacity building, designed for mid career professionals.

**CEESP – producing a popular fortnightly report *BRIDGES Trade BioRes***, with ICTSD, on trade and biological resources which includes coverage of key events of interest to the trade and conservation community to 1,200 subscribers.<sup>27</sup>

**CEL – launched the ‘IUCN Academy of Environmental Law’ in Shanghai, China** in 2003, providing a forum and network for collaboration between participating universities to strengthen the field of environmental law.

**SSC – released updates of the Red List of Endangered Species** in 2002 and 2003 which publicised both the loss of biodiversity and IUCN, incorporating more user-friendly Categories and Criteria that had been four years in preparation.

**WCPA – hosted the V<sup>th</sup> IUCN World Parks Congress (WPC)** in Durban, South Africa in September 2003, attended by over 3000 delegates from 157 countries, representing a major fundraising and organizational achievement.

**CEM – developing guidelines for ecosystem restoration**, central to IUCN’s Mission and integral to one of the priorities of the IUCN Programme.

IUCN has confirmed, once more, the central role of Commissions as knowledge networks and standard setters in international conservation, but has recognised that a new social contract and strategy is required to enhance their place in the Union over the coming years. A new dialogue, initiated in 2003, has generated opportunities for a new era in the role and governance of Commissions as well as their relationship with other component parts of IUCN. Building IUCN’s core competency in conservation knowledge will provide a major platform for Commissions during the next four years.

### **5.3 Membership and Governance**

The future of IUCN is seen by many to be predicated on achieving a greater level of engagement with its members, and on IUCN’s ability to mobilize the power of this membership for conservation from global to local levels. While the Union has made significant progress during the last 10–20 years (see the Table: *20 Years of IUCN: Some Useful Indicators* for indicators of this transformation process) it is not living up to its potential nor the expectations of its constituency. In building on the existing momentum IUCN has undertaken a number of initiatives to help strengthen the Union’s membership base to better achieve the IUCN Mission.

***New Membership Strategy and Website Developed.*** A new IUCN Membership Strategy has been completed, which sets out the objectives that will guide IUCN’s membership work over the next two intersessional periods. The overall Goal for the strategy is: “*to achieve an informed, skilled, connected and highly influential conservation movement capable of achieving the vision and mission of IUCN.*” The strategy is a guideline for all Secretarial staff to strengthen IUCN’s interaction with the membership. A special Membership Website has been created to keep members informed of IUCN activities, provide a networking tool for members, as well as promote new membership.

***Supporting National and Regional Committees – A New Fund.*** IUCN National and Regional Committees are formed to facilitate cooperation among members and their participation with the programme and governance of IUCN. Two new Regional Committees were recognised by Council in the period under review: Mesoamerica and West Asia; and fifteen National Committees. The Union now has a total of five Regional Committees and 60 National Committees. Since Amman the Secretariat has created a Membership Fund which provides financial assistance, through regional offices, to facilitate bi-annual meetings of all Regional Committees.

***The Rescission List.*** At the Amman Congress in October 2000 there were 16 State members on the rescission list. Thanks to the work of a Special Task Force, charged with preparing action plans to prevent losing members, ten State members settled their dues and were thus taken off this list. Given these payment difficulties, and the importance of retaining State membership, the Secretariat has developed procedures, approved by Council, which could be applied to retain as members States facing exceptional circumstances beyond their control.

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<sup>27</sup> Subscribers include trade delegates, academics, international governmental organizations and NGOs.

***IUCN Membership Increases.*** As of April 2004, IUCN had a total of 1035 members from 141 countries, from across all our statutory regions, although the geographical spread of members is uneven.<sup>28</sup> There was an addition of 23 members to IUCN during this intersessional period. Big events such as WSSD and WPC helped generate interest in IUCN membership in 2002 and 2003. IUCN admitted its 1000<sup>th</sup> member in December 2003.

Despite increased efforts to engage with members throughout the Union we recognise that many members as well as National and Regional Committees still lack knowledge and information on the value of IUCN, as well as the value of their membership in IUCN. Much work remains to be done to give the notion of a UNION real meaning. The Secretariat will continue to build on many of the recommendations generated by IUCN reviews undertaken during this intersessional period.

- *Membership Knowledge Management:* The Secretariat is currently building information on members' interests, capacity and expertise. This will allow IUCN to establish better membership profiles, needed to develop future recruitment plans and other relevant engagement strategies, and facilitate greater membership involvement in programme design and implementation.
- *Regionalization and Decentralization of Membership Services:* This process involves re-structuring and decentralizing tasks related to membership administration, development and engagement, and empowering regional membership focal points.
- *Facilitating greater membership involvement in programme design and implementation.* More meaningful platforms for consultation and collaboration in IUCN need to be developed. The functioning of the Regional and National Committees needs to be reviewed with members, and more effective roles and tasks identified in contributing to IUCN's global programme cycle.

While all of the above are important steps it is clear that we must strive towards a more fundamental shift in IUCN's programme strategy. Membership in IUCN cannot be managed as a given despite the loyalty of its membership over the years. During the past three years we have lost over one hundred members. Some of this is due to normal changes in organizations, but the figure also indicates that for 5%–10% of IUCN's members the value of belonging to and working with the Union was not clear enough to retain their support. During the next four years I hope we can begin to change the mindsets of everyone in IUCN – staff and members – to the point where the U in IUCN becomes a central element in defining the future course of the IUCN Programme.

**Improving IUCN Governance for the 21<sup>st</sup> Century:** IUCN's legitimacy, as a modern-day membership organization, is rooted in governance structures and processes which embody the principles of good governance – integrity, accountability, transparency, participation, subsidiarity. Over the years various studies have called upon IUCN to explore the effectiveness and efficiency of its internal governance. A Governance Task Force, created after Amman, and consisting of members representative of the IUCN Council, was given a mandate to examine governance issues and to recommend reforms to Council and the 3<sup>rd</sup> IUCN World Conservation Congress. After an inclusive and transparent process over some three years, the work of this Task Force has now come to a close. Council has developed a set of far reaching proposals for approval by the Bangkok Congress.

- Reforming the World Conservation Congress (WCC)
- Improving the Effectiveness of Council
- Improving the Accountability of the IUCN Commissions
- Strengthening Regional Governance Roles and Structures

These recommendations have been endorsed by the 2003 External Review, and approved by the 60<sup>th</sup> Meeting of the IUCN Council in March 2004. If approved by Congress, they will enable the Union to move forward into the next intersessional period with confidence on four major issues of concern in the governance of IUCN, helping IUCN take a further step towards realizing its unique potential as an international environmental democracy for the 21<sup>st</sup> century.

#### **5.4 Finance and Donors**

Since Amman IUCN's financial management systems have been completely overhauled, and I am pleased to report that these innovations, led by the Chief Financial Officer and her counterparts in IUCN around the world, have enhanced IUCN's financial stability, effectiveness and accountability. The 2003 External Review commended IUCN on the quality of its financial management. The following sections highlight a number of developments which demonstrate that IUCN's financial situation has reached a better equilibrium than it has had for some time. While there is absolutely no room for complacency, we can develop future strategies without being in crisis mode.

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<sup>28</sup> There were 106 withdrawals from IUCN membership between 2001–2003.

**Turnover 1999–2003.** Over the four-year period 1999–2003 IUCN’s operating income grew from CHF 91.2 million to CHF 102.2 million (12%), while operating expenditure increased from CHF 88.9 million to CHF 96.6 million (8.6%). This increase reflects a growth in core funds from framework agreements, as well as an increase in restricted income for specific projects<sup>29</sup>.

**Enhancing Donor Diversification.** Donor diversification continues to improve. In 1996, 89% of the contributions were received from only seven donors, while in 2003, 89% was received from 14 donors. Further diversification continues to be an objective, to mitigate the risk from over-dependence on ODA funding and individual donors.

**A Better Balance between Core and Restricted Income.** Framework core funds have almost doubled since 1999. During period 2001–2004 IUCN negotiated six Joint General Framework Agreements with major Government donors for a successful delivery of the Programme.

#### **Major IUCN Donors**

CIDA:	Canadian International Development Agency
DANIDA:	Danish International Development Agency
DGIS:	Directorate General for International Cooperation, Netherlands
NORAD:	Norwegian Agency for Development Cooperation
SDC:	Swiss Development Cooperation
SIDA:	Swedish International Development Agency
USA:	The US Department of State

**Investing in Regions, Enhancing Global Thematic Resources.** During this intersessional period it has been possible to increase the overall allocation to regional offices (including new Regional Offices in Brussels and Amman), establish a modest but important fund for regional committee meetings, and to invest in the establishment and/or revival of a number of global thematic programmes (e.g. marine; ecosystem management; policy, biodiversity and international agreements). The creation of the 3I-C Fund to promote innovative thinking offered a further resource for programme managers across the Union.

**Reserves and Risk Management Improve.** Due to a conservative investment strategy, the IUCN Fund<sup>30</sup> increased in value from CHF 5.7m at the close of 1999 to CHF 6.2 at the close of 2003, despite the very negative investment conditions that have prevailed in the last few years. While these institutional reserves are still low they represent a marked improvement on the volatile position IUCN found in the recent past.

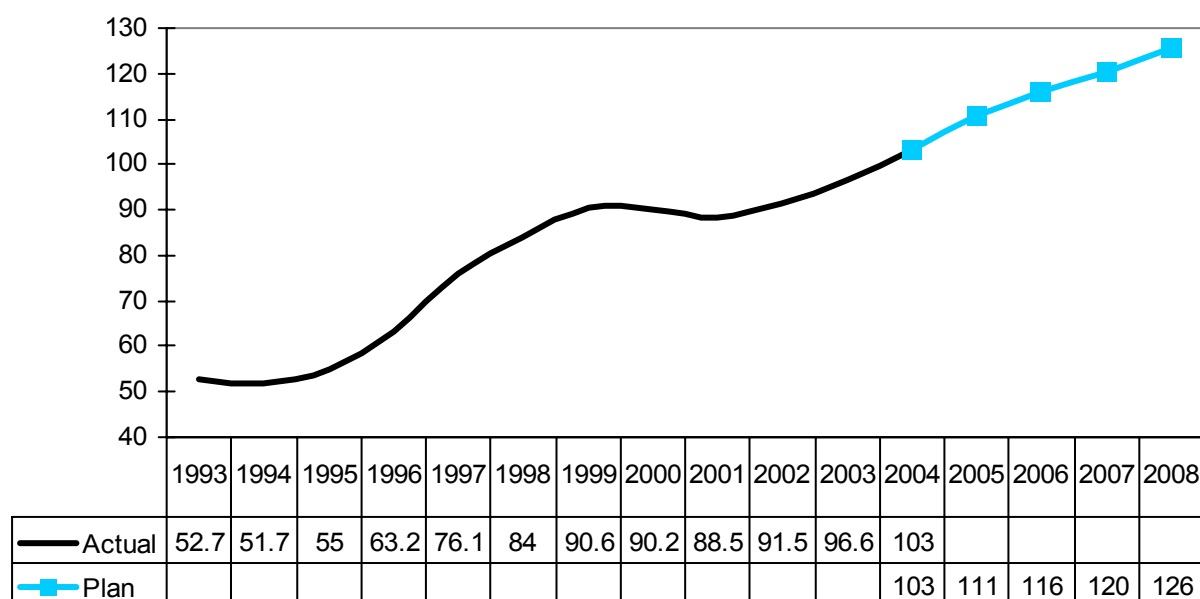
**Improving the Collection of Members Dues in Arrears.** Unpaid invoices in 2003 represented 18% of the invoiced amount, compared to 32% in 1999. Total arrears are at CHF 4.1m compared to CHF 6.0m at the close of 1999. The arrears situation remains an issue of concern, both in terms of IUCN funding but also as an indicator of membership support.

In order to ensure the financial stability of the Union in the future it is important to maintain the balance achieved in the last intersessional period between core funds and restricted funds, in line with the strategy proposed to the Amman Congress. Quality projects require an initial investment during their development and negotiation phases which cannot often be funded by restricted funds. Taking into consideration the past growth trend of core funding, and the positive reactions of donors to the recent strategic directions and the improved management of the Union, the Financial Plan for 2005–2008 proposes an average annual increase of about 5% as the most realistic forecast. Total turnover would reach CHF 126 million under this scenario at the end of 2008.

<sup>29</sup> In 2004 the annual turnover is expected to be in line or above the 2003 level, with a forecast of total income around CHF 100–110m. A revised forecast will be available in November 2004.

<sup>30</sup> The IUCN Fund combines the existing Headquarter Facility Fund and the World Conservation Trust Fund.

## Past Turnover: 1993–2003 / Future Plan: 2004–2008 (CHF m)



### 6. Conclusion: If you had a choice – what would you want IUCN to be? Reflections on Leadership in a Union

During my three years as Director General of the Union I have often been asked this and similar questions. It is tempting to end this report by offering a personal vision of IUCN in 2010 or even 2048 when it would celebrate its 100<sup>th</sup> anniversary. In good IUCN tradition – the result would most likely be a rapid leadership transition, as one thing membership organizations do not like is chief executives getting ahead of themselves.

Exercising leadership in a Union of 1000 members, six Commissions with 10,000 members, a global Secretariat staff of 1000 and more than 80 donors investing close to CHF100 million a year in IUCN poses an interesting challenge to say the least. The dilemma begins with whom one would turn to in order to understand what has been agreed on in the past. In IUCN it sometimes appears that even the past – which one generally assumes implies closure on issues – remains contested. And, where to turn to for a sense of what IUCN's constituencies believe IUCN should be in the future? No doubt each one of us would have an answer and yet we all know that it would differ from that of our neighbour sitting next to us at a General Assembly.

Some have declared IUCN an impossible entity to manage – never mind lead. But then how do we explain the fact that over a period of now 56 years this idea of IUCN has not only survived but thrived and succeeded well beyond the wildest dreams of its founding members? The table below provides just a few indicators of this remarkable evolution during the past 20 years.



<b>20 Years of IUCN: Some Useful Indicators</b>			
<b>Issue</b>	<b>1984</b>	<b>2004</b>	<b>Comment</b>
<b>Members</b>	528	1035	New Membership Strategy developed
<b>Membership Dues (CHF millions)</b>	1.8	9.1	
<b>Resolutions Total Number</b>	341	788	A global body of environmental policy and governance results
<b>Programme</b>	Expert-led & Ad hoc	Participatory Design	One joint results-based Programme for Secretariat and Commissions
<b>Commissions</b>	6	6	Evolving social contract with Commissions
<b>Commission Members<sup>31</sup></b>	3000	11,158	
<b>Regional Offices</b>	0	9	Greater regionalization and decentralization of Secretariat
<b>Regional Committees</b>	0	5	
<b>National Committees</b>	0	60	Greater cooperation among members
<b>Income<sup>32</sup> (CHF millions)</b>	10	120	10-fold increase in turnover in 20 years
<b>Expenditure<sup>33</sup> (CHF millions)</b>	9	96	
<b>Leverage of membership dues to conservation funds raised</b>	1:4	1:10	Today 1 CHF in membership dues leverages 10 times that amount for conservation.

In trying to understand how one can succeed in leading IUCN it is essential to recognise that its existence is premised on an ideal which has never been lost in over half a century of transformation, turmoil and many leaders. The fact that we are a Union, composed of voluntary members, working together for a common purpose in a diverse world, democratically governed, owned by all of us who contribute to its work and thus also accountable to all of us irrespective of our political or economic power, may have more to do with its longevity than any individual product or historical achievement.

IUCN has succeeded in becoming the Union of the global conservation movement. At the heart of this success has been its capacity to provide a diverse membership with services, products and platforms that a Union is best placed to provide:

- **Knowledge:** From the early days when Commissions became the first global knowledge networks for conservation to the more recent pioneering role that IUCN played in helping to draw together North and South or development and environment through the principles articulated in the *World Conservation Strategy* and later *Caring for the Earth* resulting in a fundamental shift of IUCN's work to capacity building in the South, IUCN has provided a unique platform for unifying our capacity as a conservation community. Its capacity to link local resource management experience with global policy analysis has allowed it to help conservation make vital links both conceptually and as a network. Its capacity to draw on the professional expertise of its Commissions, staff and members to synthesise diverse experiences across our entire planet into global guidelines on issues such as wetlands management, captive breeding, the harvesting of non-timber forest products, gender and equity in conservation or the application of the Cartagena Protocol on Biosafety make it an exceptional resource and point of access for conservation knowledge.

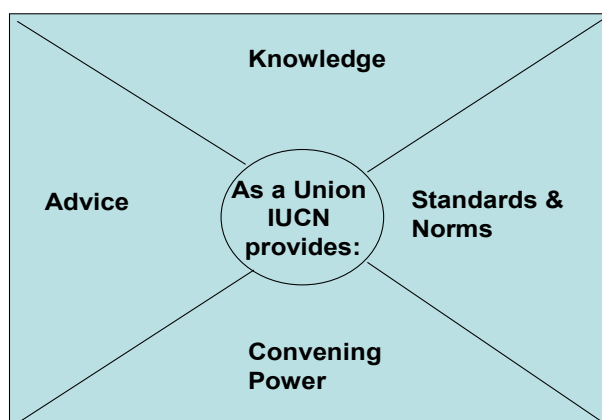
<sup>31</sup> Data from IUCN Triennial Report 1982–1984, and IUCN Knowledge Network, May 2004

<sup>32</sup> Data from 1983 and 2003

<sup>33</sup> Data from 1983 and 2003

- **Norms and Standards:** In any community there is a need for accepted processes and platforms that can be used to peer review and validate information and knowledge from individual contributors. IUCN’s work in bringing the best brains of our community together to develop scientific standards such as the IUCN Red List criteria for threatened species, frameworks for reporting such as the IUCN Protected Area Category System or the assessment of African elephant populations, global action plans for specific species or ecosystems, or a Global System of Marine Protected Areas, policy initiatives resulting in legal instruments such the drafting of treaties and concepts including CITES, World Heritage, Ramsar, CMS, CBD and many regional agreements, have time and again illustrated the vital role that the Union plays.
- **Convening Power:** Over the years IUCN has earned the trust and respect to act as one of the world’s principal convenors on critical conservation and sustainable development issues. Examples range from two nations such as Zambia and Zimbabwe using IUCN to break a deadlock over the Victoria Falls World Heritage Site Management Plan, to the African Elephant Range states’ dialogue convened by IUCN, the establishment of the World Commission on Dams in partnership with the World Bank, the complex dialogues on principles for sustainable use of wildlife, the European Countdown 2010 Initiative and the World Bank Forest Sector Policy Review and Strategy, to mention but a few. By virtue of its diverse membership, strict adherence to principles of scientific rigour, independence and public accountability IUCN has often been requested to manage complex convenor mandates.
- **Advice:** In some respects the value of IUCN advice derives from the three functions described above. There are many sources of advice in today’s world – often equally competent and at times even better informed. Understanding why states, NGOs, communities, companies, resource managers or researchers seek IUCN’s advice and support may not be straightforward but has much to do with its identity as a Union, the Mission and how it is interpreted. Ideally – and there is no question that we fail everyday in living up to our high standards – IUCN’s advice draws on the best of all available knowledge and expertise irrespective of institutional or political affiliations, it supports rather than advocates, it begins with engagement rather than negotiation and it accepts the premise that equity and justice, and thus people, are part of providing effective conservation advice. Thus IUCN’s advisory role in Conventions such as World Heritage and CITES, in developing national protected areas systems or river basin management systems, in advising national Poverty Reduction Strategy Paper (PRSP) processes, in assisting business in responding to the CBD and biodiversity concerns or in drafting national environmental legislation are the result of an explicit demand for inputs through the Union. Mobilizing our staff, Commissions and members to provide the best possible advice and support is a significant element of IUCN’s global programme.

### What IUCN provides as a Union of the World Conservation movement



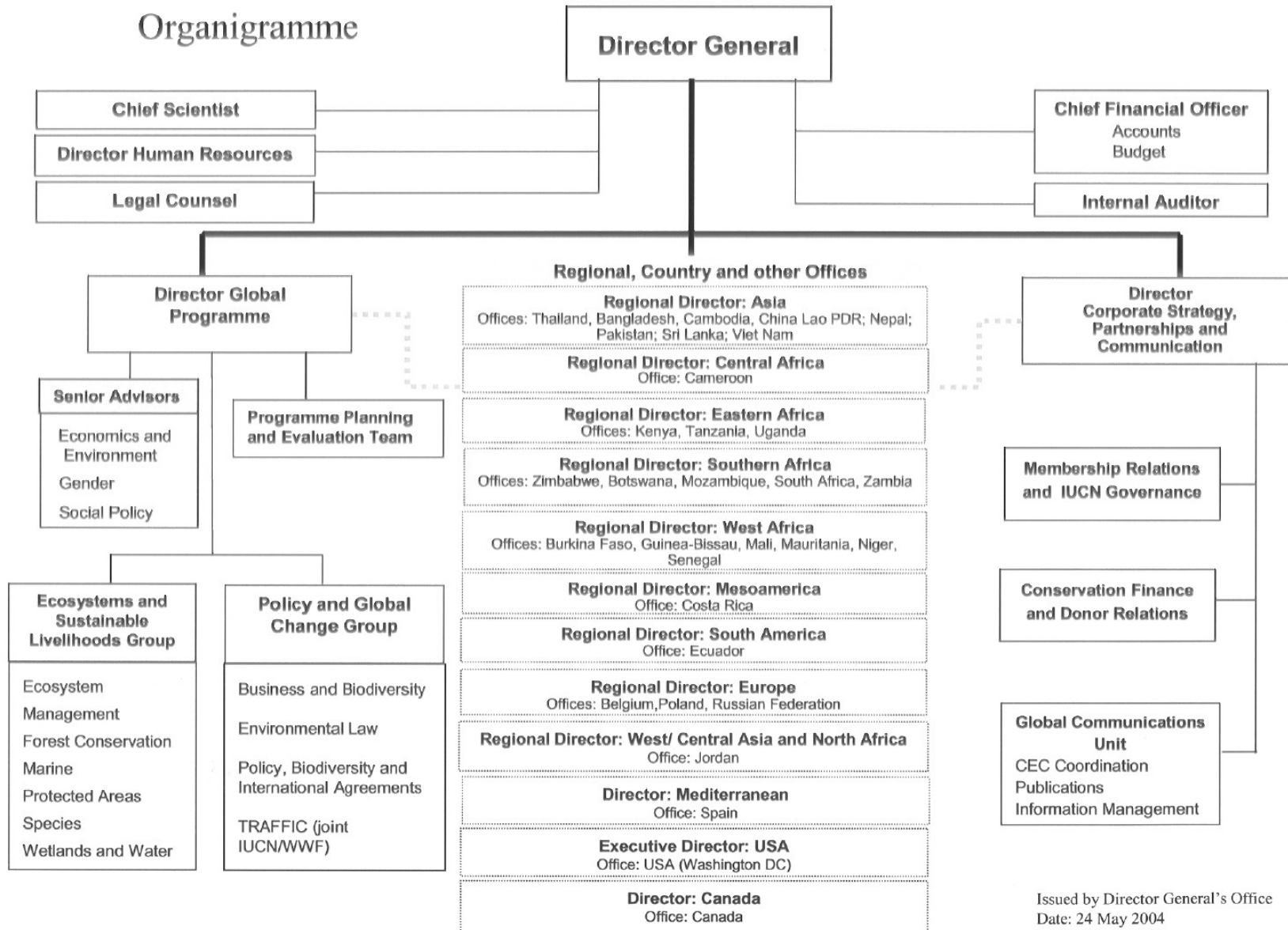
As Director General I hope that we – by whom I mean all those in the Union who have shaped the (draft) IUCN Programme 2005–2008 – have managed to capture the essence of what the world looks to IUCN for in the years ahead. By focusing on our core areas of expertise and competency as conservation professionals, while seeking to extend the reach and impact of this knowledge into the centre of social and economic decision making in our societies, we plan to make a greater difference to conservation and sustainable development than ever before.

With more members, more financial resources, more Commission members and more Secretariat staff and offices than IUCN has ever had at its disposal nothing less will do in terms of meeting expectations. The vision and priorities set out in the IUCN Programme for 2005–2008 are IUCN’s ambitious but realizable contribution to investing in the future of our planet. I hope that the next Director General’s report in 2008 may do better justice to the extraordinary value and value added that IUCN brings through the commitment of its members, volunteers, staff and supporters to communities across this ‘one world’ that people and nature will share for as long as we can make a difference.

I end by expressing my gratitude and admiration to all those who keep the idea of IUCN alive through their action and support. Our members, Commission members, members of Council, and many other voluntary supporters have been a tremendous asset for IUCN during the past four years. I would also like to express my gratitude to Yolanda Kakabadse who, as IUCN’s longest serving President, has led us through thick and thin and has been a continuous source of inspiration for people the world over. Finally I would like to thank the Secretariat staff across the globe whose untiring and committed efforts give IUCN such an excellent reputation and resource to draw on for all of us.

# Attachment 1

## IUCN Global Secretariat Organigramme



Issued by Director General's Office  
Date: 24 May 2004

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

**Report on Membership Development  
2001 to March 2004**

**Action Requested:** The World Conservation Congress is requested to NOTE:

- a) the report on the global evolution of the IUCN membership;
- b) the report on the membership dues situation and the difficulties of receiving, tracking and collecting payments from members;
- c) the report on the membership engagements in the activities of the Union and the development of intermediate structures;
- d) the development of the IUCN Membership Strategy.

### **Preamble**

This report is in four parts and relates to membership relations and development for the period 2001 to 2004.

### **Part I**

Reports on the evolution of the IUCN membership highlighting membership admissions, withdrawals and rescission.

### **Part II**

Reports on the membership dues situation and provides information on the difficulties of receiving payments from members and the Secretariat's efforts to track and collect payment of outstanding dues.

### **Part III**

Reports on the membership engagement in the activities of the Union and the development of intermediate structures.

### **Part IV**

Reports on the IUCN Membership Strategy.

### **Part I: Evolution of IUCN membership 2001–2004**

The Secretariat has facilitated the recruitment and retention of members, and in 2003 IUCN membership reached the 1000th mark. As of January 2004, IUCN has a total of 1012 members spread over 141 countries across its eight Statutory regions (see Table 1). Currently, 7% of the IUCN membership are States, 11% are Government Agencies, 72% are National NGOs, 7% are International NGOs and 3% are

Affiliates. IUCN State membership represents approximately 39% of the States in the world.

National NGO members have continued to grow while growth appears to be stable in the Government Agency and State categories.

Whilst IUCN has a very diverse membership, its geographical spread is uneven, resulting in considerable variations in the number of members between the Statutory regions. Currently, West Europe has the largest number of members (28% of the IUCN membership). Meso and South America has 17%, Africa has 16%, North America and the Caribbean has 11%, South and East Asia has 12%, West Asia has 6%, East Europe, North and Central Asia has 6% and Oceania has 4%.

Following the Membership Policy Guidelines that were noted by the World Conservation Congress in Amman, Council adopted Guidelines for Membership Admission Tests. The admission tests have helped in clarifying the key admission criteria under Article 7 of the Statutes to ensure that IUCN develops a membership profile capable of achieving IUCN's mission and objectives.

Admission statistics show a stable trend indicating a consistent recruitment effort. Over the period 2001–2003, Council has approved 130 applications (see Table 1). IUCN's big events such as the IUCN Environment Centre at the World Summit on Sustainable Development in 2002 and the Vth IUCN World Parks Congress in 2003 helped to create interest in IUCN membership as demonstrated through an increase in admissions and decrease in withdrawals in 2003.

**Table 1: Membership Growth 2001 to 2003**

	Jan 2001	Dec 2003	Number of:	
			Admissions	Withdrawals
Africa	157	157	17	17
Meso, South America	156	168	34	22
N America & Caribbean	112	113	11	10
S & E Asia	117	117	17	17
W Asia	55	57	9	7
Oceania	50	43	2	9
E Europe, N & Central Asia	61	64	8	5
W Europe	280	293	32	19
<b>TOTAL</b>	<b>988</b>	<b>1012</b>	<b>130</b>	<b>106</b>

	Jan 2001	Dec 2003	Number of:	
			Admissions	Withdrawals
State	79	75	3	7
Government Agency	112	111	14	15
International NGOs	68	73	10	5
National NGOs	692	720	100	72
Affiliates	37	33	3	7
<b>TOTAL</b>	<b>988</b>	<b>1012</b>	<b>130</b>	<b>106</b>

\* note that there were movements within categories

### The future: increasing the IUCN Membership

Experience from the period under review calls for a clear definition of a growth strategy for IUCN membership to ensure that the membership profile as outlined in the Membership Policy Guidelines is achieved. The IUCN Membership Policy Guidelines calls upon the Secretariat to work towards “the desired profile of IUCN membership and encourages the development of a strong and unified membership which fully identifies with, and actively contributes to, achievement of the IUCN objectives as set out in the Statutes.” The current Membership Strategy includes activities towards achieving this.

In setting such growth targets, the Union should aim to achieve a membership profile that does not only include members with similar needs and expectations but all conservation related interest groups capable of achieving the IUCN vision and mission. To achieve this, IUCN needs to ensure that:

- it has within its membership as many governments as possible, and a large, diverse and influential body of governmental agencies;
- it achieves a relevant membership profile for the 21st century. IUCN needs to constantly evaluate the strengths, experience and interests of its membership in line with the conservation agenda and thematic priorities and ensure that existing gaps are filled.

### Part II: Report on the membership dues situation

Currently, membership dues generate approximately 10% of the IUCN budget. During the period under review, the Secretariat, in collaboration with the IUCN Council, continued to closely monitor dues collection and stepped up its efforts towards minimizing the loss of members. However, as is the case with most international organizations, the issue of outstanding membership dues continues to be of concern to the Union. This problem affects all regions, especially those that have Least Developing Countries (LDCs) (see Table 2). At the end of 2003, IUCN managed to collect 81% of the total amount of dues invoiced in that year. This percentage is expected to rise, as Congress years usually result in many members paying their arrears.

Given the increasing difficulty in payment of dues especially by State and Government Agency members in some regions, and upon Council’s requests, the Secretariat has developed a criterion for Council’s approval which could be used to retain States which are temporarily unable to pay because of circumstances beyond their control.

**Table 2: Analysis of membership dues payment at the end of years 2001–2003**

Year	Amount Invoiced	Amount Collected	Amount Outstanding	Percentage of income collected
2001	8,677,183.00	8,014,088.00	663,095.00	92%
2002	8,618,827.00	7,516,364.00	1,102,463.00	87%
2003	9,128,702.00	7,444,157.00	1,684,545.00	81%*

\* This percentage is expected to rise, as Congress years usually result in many members paying their arrears.

Experience from the previous quadrennium shows that a number of larger NGO members have been reluctant to pay their indexed fees in accordance with the IUCN scale system, based on their operating expenditure. As a result, a number of large NGOs opted to leave IUCN or apply as “Affiliate” members or try to obtain lower dues. The period 2001–2004 saw rather stable growth and delays in settling dues in the International NGO category. This is particularly worrying considering that about 83% of IUCN NGO members are paying dues in the two lowest groups, i.e. Groups 1 and 2, and only 3.8% of the IUCN NGO membership is currently paying dues in the higher groups, i.e. Groups 5 to 9.

Some members are finding it increasingly difficult to raise funds for their dues. As a result, some are currently threatened with suspension or rescission. An analysis of membership to other international bodies indicates similar patterns. Without an innovative approach to this problem, IUCN cannot expect significant increase in members in the Government Agency and State categories especially in such regions as Africa, Meso America and Asia. Several Meso American countries, for example, are experiencing reduced public budget allocations on environmental activities making it increasingly difficult to sustain the payment of membership dues. In South America, at least 30% of IUCN members are experiencing difficulties in paying their dues, with State and Government Agency categories the most affected.

### **The Future: managing rescission of members**

The Membership Policy Guidelines call for “special efforts to maximize the number of State members and Government Agency members in the Union given their significance in the social, economic and political order within societies and their responsibilities for managing the policymaking processes.” Yet trends show that, just like other international organizations, States and Government Agency members have a higher rate of rescission than NGOs. Considerable efforts have been made over the last few years to reverse the high rescission rate of governments and minimize loss of members capable of contributing to the Programme.

IUCN needs to constantly examine the factors that are causing the higher rates of rescission among State and Government Agencies. To this effect, Council will provide guidance to the Credentials Committee on whether (and under what circumstances) to recommend to Congress the possible rescission of a State member’s statutory “remaining rights” pursuant to Article 13(a) of the Statutes.

### **Part III: Report on membership engagement in the activities of the Union**

For the Union to effectively serve its members, they must be able to participate in policy, governance and

programmatic matters. This was achieved through the Secretariat’s engagement of members in defining the programmatic direction of the 2005–2008 Programme. IUCN Offices in all Statutory regions held meetings with members to carry out a situation analysis of their respective regions and countries, identify priority areas for IUCN and develop a shared vision and strategic direction for the IUCN Programme in their regions. In Asia, for example, IUCN and the Government of Sri Lanka hosted a Regional Conservation Forum to define Asia’s environmental priorities and programme for the next five years. Another example is the Africa region where members defined IUCN’s niche in respective sub-regions through meetings in South Africa, Kenya and the Democratic Republic of Congo. In Europe, an electronic online consultation process was conducted.

Engagement of members in IUCN programme delivery has been somewhat uneven during the intersessional period. The interest in programme implementation and members’ capacity also vary within the membership. In Africa, under the Networking and Capacity Building Initiative, members’ capacity was built through training in such areas as programme management, information management and policy advocacy.

Nevertheless, members have, through various IUCN platforms, become part of a collective and global voice in conservation planning and decision-making at local, national and regional levels. Key examples include the IUCN Environment Centre during the World Summit on Sustainable Development and the Vth IUCN World Parks Congress where members and partners harmonized ideas and knowledge in order to give meaningful input into the environment and development discourse. Over 80 IUCN members exhibited their activities at the IUCN Environment Centre and a similar number during the World Parks Congress.

Through IUCN, members have influenced and contributed to the national and global conservation agenda through preparations and dissemination of statements on conservation issues drawing on IUCN’s scientific knowledge base and expertise from its six Commissions. Examples include IUCN’s work with all the relevant Conventions at global and regional levels.

All regions have taken steps to forge partnerships and alliances involving member organizations based on their institutional and technical capacities towards implementation of field projects. In Meso America, under the Water and Nature Initiative (WANI), field projects were carried out in El Salvador, Guatemala and Mexico.

In the European region, membership engagement has included secondment of staff between the Secretariat and member organizations and National Committees, members offering facilities for IUCN offices and IUCN Secretariat offices hosting some members.

### Development of intermediate structures

Through the National and Regional Committees members are able to contribute to and participate in the IUCN Programme and Policy. During the period under review, Council has recognised 15 National Committees from Bangladesh, Canada, Colombia, Honduras, Hungary, India, Israel, Japan, Kuwait, Lebanon, Mali, Nepal, Panama, Poland and Sri Lanka. Council also accorded recognition to the Meso American and West Asia Regional Committees. Today, IUCN has 60 National Committees and five Regional/Sub-regional Committees. Of these, 47 are recognised by Council. It should be noted however that in 49 countries, IUCN membership is too low to form National Committees. According to a Council decision, the minimum number of members required to form a National Committee is at least three.

The Secretariat has facilitated and supported the functioning and establishment of National and Regional Committees. It has also created a central Membership Fund which provides financial assistance through its regional offices to facilitate Regional Committee meetings. Council has guided the drafting of constitutions and bye-laws for the Committees. Currently, the Council and the Secretariat are developing a model constitution and bye-laws for the National and Regional Committees.

### The future: improving membership engagement

Any future approach to membership engagement needs to recognise the diversity of membership in terms of capacity, interests and commitment. The Secretariat has begun to put in place systems for capturing and analysing information on membership engagement, in order to understand and monitor the extent of engagement in the delivery of the IUCN Programme and other activities of the Union. Already our South American Regional Office is capturing information about members' capabilities, interests and activities. The information is shared within IUCN through a common electronic tool.

The information system will also help in understanding members' interests, capacity and expertise to enable component programmes to effectively align members' interest and expertise with the activities of the Union. In line with the Membership Strategy, where necessary, the capacity of members will be developed to allow members to gradually take a stronger role in programmatic work. Capacity of the intermediate structures (National and Regional Committees) needs to be strengthened so that they can play an effective role in catalyzing the

Region	National Committees		Regional Committees	
	Total	Recognised by Council	Total	Recognised by Council
Africa	10	6	2	2
Meso & South America	17	14	1	1
North America & the Caribbean	2	1		
South/East Asia	6	6		
West Asia	5	3	1	1
Oceania	2	2	1	
East Europe, North and Central Asia	8	3		
West Europe	10	8		
<b>TOTAL</b>	<b>60</b>	<b>43</b>	<b>5</b>	<b>4</b>

membership to participate in the activities of the Union.

It is uncertain that members and National/Regional Committees fully understand the Union's governance structure and mechanisms or their rights, responsibilities and obligations within these structures and mechanisms. The IUCN Council and the Task Force on Governance have taken steps to clarify regional governance functions for members. However, an agreed process for raising awareness or generating understanding and engagement in relation to governance is needed in the next intersessional term. This is at the core of the current Membership Strategy.

### Part IV: The IUCN Membership Strategy

The period under review has generated a number of lessons for the future. Based on the Membership Policy Guidelines developed and approved by the IUCN Council in 2001, the IUCN Membership Strategy was developed setting out the objectives that IUCN will seek to achieve over the next two intersessional periods.

In order to contribute to achieving the vision and mission of IUCN, the strategic goal for the future is to achieve an informed, skilled, connected and highly influential conservation movement capable of achieving the vision and mission of IUCN.

In view of this, the strategy seeks to achieve four major objectives during the next two intersessional periods. The four objectives are that:

- a) members have a broad range of knowledge and experience in conservation, and that this knowledge on the sustainable use of biodiversity is accessed, analysed and used by members,



Commissions and the Secretariat to deliver the Programme and achieve the mission;

- b) members are more capable of achieving conservation goals through networks, alliances and partnerships;
- c) key national, regional and global conservation arrangements and agreements are influenced by the IUCN membership;
- d) the IUCN Secretariat engages the membership more strategically in achieving conservation and sustainable use of biodiversity.

The strategy provides the framework within which the Secretariat will implement the Union's Membership Policy and encourages greater efforts on the part of the Secretariat to engage more strategically with members in achieving the vision and mission of the Union, while maximizing the benefits of IUCN membership. In implementing this strategy, the Secretariat will play a key facilitation function in membership-related activities throughout the Union. Most importantly the Secretariat will ensure that certain activities (e.g. recruitment of members) involve other components of the Union in addition to the Secretariat, i.e. National and Regional Committees. To achieve this, roles and responsibilities of members, National/Regional Committees, Councillors and the Secretariat will be clarified and articulated.

IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand

**Draft Report by the Director General on Follow-up to the Resolutions and Recommendations of the 2<sup>nd</sup> Session of the World Conservation Congress**

**Action Requested:** The World Conservation Congress is requested to NOTE the report on action taken by the Secretariat to follow up the Resolutions and Recommendations of the 2<sup>nd</sup> Session of the World Conservation Congress.

**Background**

1. The 2<sup>nd</sup> Session of the World Conservation Congress, held in Amman, Jordan, on 4–11 October 2000, adopted 98 Resolutions and Recommendations on a wide variety of environmental issues. Resolutions refer to action to be taken by IUCN, whereas Recommendations refer to actions to be taken by third parties, in some cases in conjunction with IUCN.
2. The Resolutions and Recommendations were published in English, French and Spanish. Copies were sent to all members of the Union with an appeal from the Director General for assistance in follow-up and implementation.
3. The Programme and Policy Committee of Council, during a special meeting in June of 2001, reviewed the Resolutions and Recommendations approved by the IUCN members at the 2<sup>nd</sup> World Conservation

Congress in order to assist the Secretariat with respect to prioritising implementation and action. In addition, a detailed progress report of the Amman Congress Resolutions and Recommendations has been reviewed and approved by the Programme and Policy Committee on an annual basis. The report attached provides a resume of progress for all Resolutions and Recommendations since January, 2001.

4. The report which follows does not contain the full text of the Resolutions and Recommendations themselves. From time to time, however, the substantive parts of Resolutions are repeated only where these are needed for explanation of IUCN activities. Full texts of the Resolutions and Recommendations can be found in the Report of the 2<sup>nd</sup> World Conservation Congress available from IUCN, on the CD-Rom which accompanies the Draft IUCN Programme 2005–2008, as well as on the IUCN website.

## RESOLUTIONS






- 2.1 Mandate for the Commission on Environmental, Economic and Social Policy (CEESP)
- 2.2 Integrating ecosystem management in IUCN's Programme
- 2.3 An IUCN Arid and Semi-Arid Lands Global Thematic Programme
- 2.4 Establishment of Arabic as an official language of IUCN
- 2.5 Regionalization of IUCN – The World Conservation Union
- 2.6 Changes in the IUCN Regional Office for Mesoamerica
- 2.7 Implementation of the IUCN Component Programme for the Mediterranean
- 2.8 IUCN's work in Oceania
- 2.9 Implementation and monitoring of international conventions
- 2.10 IUCN's relations with the United Nations System
- 2.11 Cooperation with parliaments
- 2.12 Use of the name and logo of IUCN – The World Conservation Union
- 2.13 Vote of Thanks to the Host Country
- 2.14 Strengthening IUCN's use of its Commissions
- 2.15 IUCN Collaborative Management for Conservation Programme
- 2.16 Climate change, biodiversity, and IUCN's Overall Programme
- 2.17 Climate and energy
- 2.18 Strengthening actions for implementation of the UN Convention to Combat Desertification (CCD)
- 2.19 Responding to the recommendations from the World Commission on Dams
- 2.20 Conservation of marine biodiversity
- 2.21 IUCN Marine Component Programme
- 2.22 IUCN's work in the Arctic
- 2.23 Improving IUCN capacity for strategic information management/information technology
- 2.24 Establishment of an IUCN International Academy of Environmental Law
- 2.25 Conservation of plants
- 2.26 Preparing for Rio +10
- 2.27 The Durban World Parks Congress
- 2.28 Gender policy
- 2.29 IUCN Policy Statement on Sustainable Use of Wild Living Resources
- 2.30 Impacts of military activities on the environment and indigenous peoples' communities in the Arctic
- 2.31 Genetically Modified Organisms and biodiversity
- 2.32 Organic agriculture and conservation of biodiversity
- 2.33 Trade liberalization and the environment
- 2.34 Multilateral and bilateral financial institutions and projects impacting on biodiversity and natural features
- 2.35 Follow-up on World Bank Forest Policy
- 2.36 Poverty reduction and conservation of environment
- 2.37 Support for environmental defenders
- 2.38 Cooperation among international and national participants in conservation programmes
- 2.39 Corruption in the forest sector
- 2.40 Natural resource security in situations of conflict
- 2.41 International Ombudsman Centre for Environment and Development
- 2.42 International Biodiversity Observation Year (IBOY)
- 2.43 Sustainable management and protection of Asia's major river systems
- 2.44 Strengthening IUCN's presence in Central Asia
- 2.45 Conservation of mountain ecosystems in Europe
- 2.46 Protected areas of international importance in the Alps and the Mediterranean
- 2.47 Conservation of the last wild rivers of Europe
- 2.48 IUCN Temperate, Boreal, and Southern Cold Temperate Forests Programme in Russia
- 2.49 Strategic Framework for IUCN in Mesoamerica
- 2.50 Environmental education in the Mesoamerican Component Programme
- 2.51 Conserving the Panama Canal Watershed

- 2.52 Consolidation of IUCN's Component Programme for South America
- 2.53 Nature conservation on the Guyana Shield
- 2.54 Antarctica and the Southern Ocean (see also 2.66)
- 2.55 Millennium Ecosystem Assessment
- 2.56 Land-use policies and legal tools for coastal conservation
- 2.57 Preparation and adoption of guidelines for oil, gas and mineral exploration and exploitation in arid and semi-arid zones
- 2.58 Ecological management issues relating to large dams
- 2.59 Legal aspects of the sustainable use of soils
- 2.60 Conservation of the Western Black Rhinoceros (*Diceros bicornis longipes*)
- 2.61 Conservation of North African Houbara Bustard (*Chlamydotis undulata*)
- 2.62 Chinese Alligator (*Alligator sinensis*) conservation
- 2.63 Illegal and/or unsustainable trade of wildlife species among and from the Mekong riparian countries
- 2.64 The unsustainable commercial trade in wild meat
- 2.65 Incidental capture of marine turtles by pelagic longline fisheries
- 2.66 Pirate fishing and seabird mortality from longlining in the Southern Ocean and adjacent waters
- 2.67 Invasive alien species
- 2.68 Conservation of plants in Europe
- 2.74 Conserving the Saker Falcon (*Falco cherrug*)
- 2.75 Southern Hemisphere albatross and petrel conservation
- 2.76 Regional action plan for the conservation of marine turtles in the Indian Ocean
- 2.77 Conservation of marine turtles on the Atlantic coast of Africa
- 2.78 Promoting sustainable fisheries
- 2.79 Introduction of alien species
- 2.80 The ecospace of Beringia and the Earth's migratory species
- 2.81 Mining concessions and protected areas in Mesoamerica
- 2.82 Protection and conservation of biological diversity of protected areas from the negative impacts of mining and exploration
- 2.83 Armed conflicts in natural areas (Panama and Colombia)
- 2.84 Unexploded ordnance contamination in sites of United States military activities in the Republic of Panama
- 2.85 Conservation of Middle and Lower Parana River
- 2.86 Protection of the Macal River Valley in Belize
- 2.87 Protected areas and the Mesoamerican Biological Corridor
- 2.88 Establishment of an Ecological Corridor in the Americas
- 2.89 Marine Protected Areas in the Baltic Sea
- 2.90 Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean

## RECOMMENDATIONS

- 2.69 Tiger (*Panthera tigris*) conservation
- 2.70 Conservation of Tibetan Antelope (*Pantholops hodgsoni*)
- 2.71 Co-operative regional action plan for the conservation of river dolphins (*Platanista* ssp and *Lipotes* spp) in the South Asian region
- 2.72 Conservation of Dugong (*Dugong dugong*) , Okinawa Woodpecker (*Sapheopipo noguchii*) and Okinawa Rail (*Gallirallus okinawae*)
- 2.73 Conservation of Crested Ibis (*Nipponia nippon*)
- 2.91 Ocean pollution by oil
- 2.92 Indigenous peoples, sustainable use of natural resources, and international trade
- 2.93 Conservation of Kaisho Forest, Japan
- 2.94 Climate change mitigation and land use
- 2.95 Drought and flood mitigation strategies
- 2.96 Earth Charter and draft International Covenant
- 2.97 A Marten's Clause for environmental protection
- 2.98 To secure the environment of Gaza Strip, West Bank and Jerusalem


The following scale is used in this report:

-  Fully completed
-  Largely completed - will be completed in time for the 3<sup>rd</sup> IUCN World Conservation Congress
-  Partially completed
-  Not completed
-  Implementation to continue into the next Intersessional Programme (Resolutions only)

Highest priority resolutions as selected by the IUCN Council (June, 2001):	
Code	Title
Res. 2.3	An IUCN Arid and Semi-Arid Lands Global Thematic Programme
Res. 2.8	IUCN's Work in Oceania
Res. 2.9	Implementation and monitoring of international conventions
Res. 2.15	IUCN Collaborative Management for Conservation Programme
Res. 2.16	Climate change, biodiversity, and IUCN's Overall Programme
Res. 2.21	IUCN Marine Component Programme
Res. 2.26	Preparing for Rio +10
Res. 2.35	Follow-up on World Bank Forest Policy
Res. 2.37	Support for environmental defenders
Res. 2.55	Millennium Ecosystem Assessment
Res. 2.67	Invasive alien species


## RESOLUTIONS

### 2.1 Mandate for the Commission on Environmental, Economic and Social Policy (CEESP)


 The CEESP Chair has appointed four Commission working groups covering the broad themes cited in the Resolution: Trade, Security, Collaborative Management and Sustainable Livelihoods. A Commission Steering

Committee was formed, including regional and thematic representation. A major effort has been the formation of a joint working group on collaborative management with the World Commission on Protected Areas. In August 2003, the CEESP Steering Committee met to discuss the draft CEESP Mandate in the context of the next IUCN Programme in the lead up to the 3<sup>rd</sup> IUCN World Conservation Congress.

### 2.2 Integrating ecosystem management in IUCN's Programme

 The Ecosystem Management Programme (EMP) obtained funding from the Netherlands Ministry of Foreign Affairs to promote the application of the Ecosystem Approach and build the capacity of the Commission on Ecosystem Management (CEM).  Contributions were provided to CBD and UNCCD on application of the Ecosystem Approach (EsA) and EsA case studies initiated in Mesoamerica, South East Asia and Southern Africa, in collaboration with CEM regional vice-chairs and focal points in regional offices. Four priority activity areas (Ecosystem Approach, ecosystem restoration, indicators of ecosystem status, and tools for applying the Ecosystem Approach) were reconfirmed in the CEM/EMP strategic planning workshop for the 2005–2008 Programme. The report of the so-called Pathfinder workshops was published as “Using the Ecosystem Approach to Implement the Convention on Biological Diversity”, and launched at the ninth session of the Subsidiary Body for Scientific, Technical and Technological Advice of the Convention on Biological Diversity (CBD). The decision on the Ecosystem Approach taken at the seventh Conference of the Parties to the CBD calls for implementation of the Ecosystem Approach and expresses a clear demand for the kind of practical guidance CEM and EMP have been working on. This is expected to open up significant opportunities both for programme development and fundraising, and influencing policy debates.

### 2.3 An IUCN Arid and Semi-Arid Lands Global Thematic Programme

 After an Initiative was launched in 2002, IUCN's institutional capacity to address drylands issues was further consolidated with the appointment of a staff member (part time in 2003 / full time in 2004). Key activities undertaken to date include the finalization and publication of ‘Extractive Industries: Arid and Semi-Arid Lands: Environmental Planning and Management’ (see also WCC II Resolution 2.57), completed in consultation with the Arid and Semi-Arid Ecosystems Coordination Team, and launched at the sixth Conference of the Parties to the United Nations Convention to Combat Desertification (UNCCD COP 6). Translations were commissioned into French and Spanish. A session of the Global Biodiversity Forum was convened in conjunction with the UNCCD COP 6 in La Havana, Cuba, on lessons on the application of the ecosystem approach to dryland ecosystems – integrating biodiversity conservation and livelihood security in arid and semi-arid lands management (see also WCC II Resolution

2.18). Regional programmes are involved in a diverse range of activities, from working with the UN High Commission for Refugees to advising on ecosystem restoration requirements for refugee centres in East Africa to community management of arid landscapes in the Hindu Kush of Pakistan.

## 2.4 Establishment of Arabic as an official language of IUCN



This Resolution calls upon IUCN to encourage Arabic-speaking members of IUCN to form a consultative network and requests Council, in dialogue with this network, to examine the measures and resources needed to designate Arabic as an official IUCN language.



Following the Amman Congress, Regional Councillor Dr. Talal Al-Azimi made contact with the Arab League, with the result that the League added discussion of financial support to IUCN to the agenda of a meeting among Environmental Ministers of the Arab countries. The Director General wrote to Councillor Al-Azimi suggesting that a trust fund be set up in the region as soon as funds are raised, thus permitting Arab members to benefit from Arabic translations with immediate effect without having to wait until the next Congress to submit a formal proposal. Discussions with members in the WESCANA region took place with regards the establishment of a regional trust fund. Many WESCANA members made significant contributions by translating key documents as an interim measure until long-term funding is secured.

Implementation of Resolution 2.4 is an important step for IUCN to enhance the engagement of membership in Arab-speaking countries in the WESCANA region. Therefore, the Secretariat and the WESCANA Programme will continue to identify options on a scale that would enable IUCN to adopt Arabic as an official language. However, unless such funding can be secured on a long-term and sustained basis, IUCN may not be in a position to declare a fourth official language. In the meantime, every effort will be made to ensure that key documents and references are translated into Arabic and, where possible, a specific budget line for translations will be built into programmes and projects. It is also envisaged that the establishment of the WESCANA Regional Office in Amman will facilitate the support of the countries in the region.

## 2.5 Regionalization of IUCN – The World Conservation Union



The Director General committed to carrying out a review of regionalization within the Union beginning in early 2002. The review began with a meeting in Bangkok in April, 2002. A discussion paper, prepared by the Secretariat through its Regionalization &



Decentralization (R&D) Core Team, was discussed by Senior Managers in December 2002 and July 2003. The review has helped heighten awareness of the diversity of structures and functions underpinning the R&D process, and future governance and financial

challenges. Many of the key recommendations arising from the review have been incorporated into a process of organizational change and development, such as the 2005–2008 Programme, the Membership Strategy and the Fundraising Strategy. Other recommendations are being further considered, particularly in light of the 2003 external review, and will be developed as appropriate.

## 2.6 Changes in the IUCN Regional Office for Mesoamerica



This Resolution suggested negotiations to ensure that full international mission status was granted for the IUCN Regional Office for Mesoamerica. This issue has been addressed to the satisfaction of the Government of Costa Rica and IUCN in 2001.

## 2.7 Implementation of the IUCN Component Programme for the Mediterranean



A Mediterranean Programme Director was appointed in 2001 and a Mediterranean Programme Office has opened in Malaga, Spain. A 2002–2004 strategy was developed in full consultation with members in the Mediterranean zone. It is being revised to fall in line with the IUCN 2005–2008 intersessional programme. Staff have been appointed in key programme and administrative positions, and programme activities are currently being implemented.



## 2.8 IUCN's work in Oceania



The IUCN Oceania Regional Committee received funding from the Secretariat to undertake a strategic overview and develop a draft Programme and Business Plan for the region. Through a consultative process with committee members, these documents have been completed, and will form the basis for consolidating and directing the further development of the IUCN programme of work in Oceania.




## 2.9 Implementation and monitoring of international conventions




Ongoing support and input was provided to assist States, members and partners in the context of implementing the World Heritage Convention, CITES, the Convention on Migratory Species, CCD (Desertification), the Convention on Biological Diversity (CBD), UNFCCC (Climate Change) and Ramsar. Significant work related to carrying forward the outcomes of the World Parks Congress to the CBD CoP and ensuring that these are incorporated into the CBD programme of work has recently taken place. TRAFFIC and IUCN are also facilitating a dialogue between CITES and the CBD to explore further avenues of cooperation and synergy.




## 2.10 IUCN's relations with the United Nations System

 IUCN maintains a formally accredited permanent observer mission to the UN in NY, supervised by the Executive Director of the IUCN-US Office. IUCN has also designated representatives for the United Nations offices in Nairobi, Geneva and Vienna. IUCN has participated substantively in deliberations under the auspices of the UN General Assembly, ECOSOC, other subsidiary bodies and UN specialized agencies. This has included the UN Commission on Sustainable Development, the UN Forum on Forests, the UN informal consultative process on oceans and UNEP, to name a few, in addition to the GA itself. The implementation of this Resolution is managed by the US Office and the Policy, Biodiversity and International Agreements Unit (PBIA) with cooperation from the Environmental Law Centre in Bonn, under the direct supervision of the Director General. Implementation of this Resolution is being linked closely with development of the overall policy system of IUCN and enhancement of the substantive capacity of the IUCN New York Mission is being considered.

## 2.11 Cooperation with parliaments


 At the Commission on Environmental Law's Steering Committee meeting held in November 2003, the Steering Committee resolved that the Chair of CEL would contact the Inter-Parliamentary Union (IPU) and invite the Director General of IUCN to join him in contacting the IPU. Regional Vice Chairs of CEL have also been requested to include in their reports to the next meeting of the Steering Committee that will take place in May 2004, an assessment of accessibility of parliaments within their region. The CEL Climate and Energy Law Specialist Group is currently involved in discussions for the Parliamentarians' Forum that will take place on 2 June 2004 in Bonn, Germany, in conjunction with the Bonn Renewable Energy Conference. The Specialist Group, in cooperation with the Department of Economic and Social Affairs of the United Nations and GLOBE (Global Legislators Organization for a Balanced Environment) International, is planning to hold a forum on energy for sustainable development for selected parliamentarians from developing countries in 2005 and is currently fundraising for this forum. The Regional Office for Central Africa continues to work extensively with parliamentarians in the region to build understanding of environmental issues so that governments can deal with them more effectively.

## 2.12 Use of the name and logo of IUCN – The World Conservation Union

 The policy on the use of the IUCN name and logo is being prepared for the March 2004 meeting of the IUCN Council for

consideration, after which it will be finalized and presented at the Bangkok Congress.

## 2.13 Vote of Thanks to the Host Country

 Completed.

## 2.14 Strengthening IUCN's use of its Commissions

 Regular bi-annual consultations have been introduced between the Director General and Commission Chairs before meetings of the IUCN Council. The work of the IUCN Commissions was highlighted during the World Summit on Sustainable Development (WSSD) in Johannesburg in 2002. Thematic and regional programme focal points continue to ensure close collaboration between Commissions and the Secretariat. The 3 I-C Fund is also specifically designed to promote greater collaboration between Commissions and IUCN Component Programmes. A consultative group was set up at the request of the Director General and Commission Chairs, to explore the future of Commissions within IUCN. This group reported back to the Director General and Commission Chairs in April, 2003. In May of 2003, Commission Chairs agreed to work within the framework of the IUCN Programme and participate actively in the planning and development of that framework. A review of Commissions will be presented to the 3<sup>rd</sup> World Conservation Congress.

## 2.15 IUCN Collaborative Management for Conservation Programme

 Collaborative management is now a major concern of the IUCN Programme, and has received increasing attention in global programmes and especially in regional programmes. The creation of the joint CEESP-WCPA Theme on Indigenous and Local Communities, Equity and Protected Areas (TILCEPA) has further supported integration of co-management approaches in the IUCN Programme. The joint WCPA/CEESP Collaborative Management Working Group has maintained regular activity, having promoted, encouraged and supported information sharing and lesson learning on co-management, with support from IUCN's Secretariat. The Participatory Management Clearing House website, a joint service with the Ramsar Bureau, is up and running and is currently undergoing structural review for improvement; a parallel service in Spanish, SIMP (Servicio Interactivo de Manejo Participativo) has been created and is currently managed by the IUCN SUR Office. A Senior Advisor – Social Policy has been recruited and regularly works with relevant Commissions on co-management issues. Co-management was a key topic for the V<sup>th</sup> IUCN World Parks Congress at Durban, and was jointly supported by Commissions and the Secretariat.

## 2.16 Climate change, biodiversity, and IUCN's Overall Programme



An IUCN Climate Change Strategy has been developed in consultation with thematic and regional programmes. The Strategy focuses on using the Union's expertise to help societies mitigate the effects of climate change and adapt to it, in a way that is both environmentally sound and socially equitable. Efforts to raise funds for each component of the Strategy are continuing. A February 2001 workshop addressed the importance of climate change to species survival, financed through the 3I-C Fund (IUCN's fund for innovation).



## 2.17 Climate and energy



In 2003 ELC released a publication on "Energy Law and Sustainable Development". The Commission on Environmental Law disseminated the World Energy Assessment with the assistance of the regional programmes.



## 2.18 Strengthening actions for implementation of the UN Convention to Combat Desertification (CCD)



The Ecosystem Management Programme organized a session of the Global Biodiversity Forum (GBF) during the sixth Conference of the Parties (COP 6) of the UN Convention to Combat Desertification (UNCCD) in Cuba in September 2003. The GBF reviewed experience with ecosystem approach analyses, tools, methods and outcomes in dryland settings. It also addressed policy options which would ensure livelihood security while maintaining biodiversity, ecological functions, and arguments to encourage donors to reinvest in the drylands. A joint publication with the UNCCD Secretariat, 'Extractive Industries in Arid and Semi-Arid Zones: Environmental Planning and Management' was also launched during UNCCD COP 6 in Cuba. (See also WCC II Resolution 2.03)



## 2.19 Responding to the recommendations from the World Commission on Dams



The IUCN Task Force established by Council produced a Statement on the Report and a Follow-up Strategy. Funding of CHF 10–15 million will be needed over the next five years, to integrate the Strategy into the Programme. A review of progress on the Strategy will take place in 2004.



Many IUCN regional programmes are actively involved in this area. In Asia, for example, trans-national discussions are taking place concerning the management of the water regime along the Mekong. In West Africa, BRAO (the West Africa Regional Office) is involved in developing a dialogue between Burkina Faso and Ghana regarding the management of the Red Volta River. At global level, efforts are being made to assist the UNEP Dams and Development Project through active participation in the project's Steering Committee. A full report of IUCN

engagement on dams will be made available to members attending the Congress in late 2004.

## 2.20 Conservation of marine biodiversity



This is the underlying vision of the Marine Programme and therefore constitutes all of the actions taken under the programme.

## 2.21 IUCN Marine Component Programme



The IUCN Programme has been revised to reflect the new status of the Marine Programme based in Headquarters. A number of new projects have been initiated and funded and a total of 10 people have been recruited, on either a full- or part-time basis. Since 2001, the Commission on Environmental Law has collaborated extensively with the Marine Programme with work on the legal aspects of the marine environment, in conjunction with experts and the International Ocean Institute. The Marine Programme has built up a work plan covering at least eight key issues (coral reefs, large marine ecosystems, high seas, marine protected areas, fisheries, island ecosystems, invasive species, poverty alleviation) and has ongoing projects with IUCN Regional Offices: Mediterranean (MPA management), SUR (Tagubar project), ARO (Coremap) and IUCN-US (White Water to Blue Water initiative). By mid-2004, new staff positions will have been filled in Asia, the Mediterranean, South America and Asia in order to enhance the Marine Programme's collaboration with the regions and make the programme even more global in its impact.



## 2.22 IUCN's work in the Arctic



The Ecosystem Management Programme has coordinated the development of IUCN's Arctic Strategy, with assistance from the Canada, US, Russia and CIS (Commonwealth of Independent States) Offices. The IUCN Council endorsed the Strategy in May 2002, after consultations the previous year with Arctic stakeholders and relevant IUCN offices and programmes. The proposed Strategy is being phased in over three years. Its aims are to facilitate communication and sharing of information; to sustain Commission-based activities; to facilitate development and implementation of demonstration projects in the Russian Arctic; and to influence the Arctic Council and its Working Groups to adopt and pursue policies consistent with IUCN's mission. The Ecosystem Management Programme has now formerly handed over the lead on these activities to the Head of the IUCN Office for Russia and the CIS, under the overall direction of the Regional Director for Europe.





### 2.23 Improving IUCN capacity for strategic information management/information technology



The Director General established an e-IUCN initiative to accelerate and spearhead necessary changes in Information Management and Communications. A key component is IUCN's Green Web, which will improve IUCN's capacity in external and internal communication, global connectivity, knowledge management, provision of on-line services, virtual working and conferencing and web-accessible science and corporate data bases. A significant output was the Green Web presence at WSSD (World Summit on Sustainable Development) at Johannesburg in 2002. At WSSD, the e-IUCN/Green Web also formed the backbone of a Futures Dialogue in Digital Opportunities for Sustainable Development. On May 25–26, 2004, representatives from 30 organizations gathered in Gland to discuss principles and a plan of action for the Biodiversity Commons. Major initiatives are underway for the Biodiversity Commons, Species Information System, the World Data base on Protected Areas (PALNet) and Ecolex. The next phase will give greater emphasis to establishing partnerships for fundraising and implementation

### 2.24 Establishment of an IUCN International Academy of Environmental Law



The IUCN Academy's formal inauguration and first annual Colloquium on "Energy Law and Sustainable Development" took place in Shanghai, China and was hosted by the Shanghai Jiao Tong University. The launch was welcomed by the United Nations Secretary General, Kofi Annan, who commended the IUCN Commission on Environmental Law for both this initiative and its contribution to the implementation of Agenda 21. This event featured leading experts from across the globe who addressed the institutional, legal and policy challenges facing the world in improving access to reliable and affordable energy services, and included a detailed national and regional focus. To date, the initiative has been formally supported by close to 50 universities from 45 countries. The Colloquium was co-sponsored by UNDP, UNEP, UNITAR, Pace University and IUCN ELC. The Annals from the Colloquium will be published by Cambridge University Press in 2004. Plans for the Second Colloquium commenced in December 2003, the topic being "Environmental Law and Land Use", with the event to be hosted by the University of Nairobi in October 2004. The Academy cooperates with the IUCN Environmental Law Programme but will eventually become an autonomous entity with its own juridical personality. It will have an annual conference on a specific topic of environmental law as well as an annual publication of the conference proceedings. The Academy's research and other programmes will be directed by the Academy Collegium, which had its

first meeting in Shanghai, right after the Colloquium. The Collegium consists of representatives of each university member of the Academy. The members of the Collegium elect the Bureau of the Collegium, which functions as its executive committee. The Collegium agreed on having wide admission criteria and to hold workshops on capacity building on environmental law in developing countries. Provisional By-Laws for the regulation of the Academy's affairs and membership were circulated to all prospective universities interested in membership and will be confirmed at the Collegium's next meeting in 2004, in Nairobi.

### 2.25 Conservation of plants



IUCN continues to provide technical and scientific assistance to the Convention on Biological Diversity on its Global Plant Strategy, adopted at COP 6 in April 2002 after IUCN provided background papers and participated in several liaison group meetings. The Species Survival Commission (SSC) took part in a CBD liaison group meeting on the Strategy on 4–6 October 2003 and continues to assist and promote the Strategy's development.

### 2.26 Preparing for Rio +10



IUCN's planned actions with respect to WSSD were implemented successfully. This was the subject of a detailed report to Council tabled in December 2002.

### 2.27 The Durban World Parks Congress



The V<sup>th</sup> IUCN World Parks Congress, held in Durban in 2003, was very successful. Participants agreed on new principles for managing protected areas to support sustainable development. The Durban Accord is the primary outreach product of the Congress and presents a new paradigm for protected areas. The Accord celebrates the role of protected areas in achieving both conservation and development aims. It also welcomes new participatory management strategies emphasising the role of local communities to share in protected area benefits and decision-making.

The seventh Conference of the Parties of the CBD, held in Kuala Lumpur in February 2004, welcomed the Durban outputs and adopted a programme of work that seeks to establish, by 2010, a comprehensive, effectively managed, and ecologically representative system of terrestrial protected areas. A similar target for marine protected areas was set for 2012.

One of the key findings of the V<sup>th</sup> IUCN World Parks Congress in 2003 was the need to diversify and stabilize financial flows to protected areas. This will require the appropriate incentives and support to implement an array of financing mechanisms and cost-effective management approaches. All Congress outputs are available on the WPC website.

## 2.28 Gender policy



The Senior Advisor – Gender has supported Secretariat, Commissions and members to implement this Resolution. Gender guidelines have been produced for procedures related to new project development. Assistance has been provided to IUCN's East African, Latin



American and Asian offices (EARO, SUR, ORMA and ARO) in developing gender policies. IUCN continues to have a strong presence at international events relating to gender policy such as GBF-CCD COP 6 in Havana, the Durban Congress, the ministerial meeting of the Organization of American States (OAS), and the World Bank session on Poverty. The Advisor is also now better integrated into IUCN's Programme and Policy Group (PPG) and the development of the new Programme.

## 2.29 IUCN Policy Statement on Sustainable Use of Wild Living Resources



A brochure describing the Policy Statement has been produced and disseminated to IUCN members and constituents. A website has



been set up to provide information on the broad range of activities related to sustainable use being carried out by various elements within IUCN. In the autumn of 2003, IUCN established a 3I-C project that will bring together those with experience in the creation and analysis of case studies to share experiences, identify knowledge gaps and chart a course towards a more comprehensive understanding of the issues surrounding sustainable use. Finally, in February 2004 the CBD COP 7 endorsed principles and guidelines for sustainable use which were developed with significant input from IUCN.

## 2.30 Impacts of military activities on the environment and indigenous peoples' communities in the Arctic



During the World Summit on Sustainable Development (WSSD), held in Johannesburg in 2002, one day was devoted to the topic of environment and security at the IUCN Environment Centre in Johannesburg. This generated additional interest in the proposed programme of work that IUCN and IISD have developed jointly. A book on the subject resulting from the Amman workshop, and launched at WSSD, had a similar effect. The IUCN Arctic Strategy, adopted by the IUCN Council in 2003, will involve working closely with indigenous peoples' groups on a variety of environmental and conservation issues, including the impact of military activities in the Arctic. The Chief Scientist published a paper in the magazine *Oryx* in 2003 on 'Conserving forest biodiversity in times of violent conflict'. The V<sup>th</sup> IUCN World Parks Congress in Durban in 2003 also included a session on managing protected areas in times of violent conflict. This session looked at the impact of military activities on both local communities and the environment. IUCN is co-organizing with IISD a session on environment and the military for an international conference on environment and security, to be held in The Hague in May 2004.

## 2.31 Genetically Modified Organisms and biodiversity



A number of ongoing IUCN initiatives support the implementation of the Cartagena Protocol on Biosafety, including the Environmental Law Centre's recently published *Explanatory Guide to the Cartagena Protocol* (available in French, English, Spanish and Russian). Regional/national capacity building is taking place in South-east Asia. New work is being planned by the Environmental Law Centre, under its Regionalization II project, to provide special training on legal issues relating to genetically modified organisms (GMOs). For the May 2003 meeting of Council, the ELC, with assistance from numerous other parts of the Union, completed a draft Background Paper on GMOs and presented it to the IUCN Policy Committee. The Committee and Council accepted this paper as a basis for planning IUCN's further work on GMOs. In addition, Council requested that the Background Paper for Council be revised and provided to members and others, as a Background Paper for Decision-makers. That work has been completed, and the translation of the paper is in the process of being finalized. Publication and circulation is expected by April, 2004.

## 2.32 Organic agriculture and conservation of biodiversity



A workshop was held in Poland in November 2001, attended by the Chief Scientist, an intern and a member of the IUCN office in Poland. The Chief Scientist also made a presentation on this topic at the workshop on organic agriculture, organized by IFOAM (International Federation of Organic Agriculture Movements), an IUCN member and the sponsor of the Resolution, at the World Summit on Sustainable Development (WSSD) in Johannesburg in 2002.



Organic agriculture features prominently in a recent major publication, *Ecoagriculture: Strategies to Feed the World and Save Wild Biodiversity*, co-authored by the Chief Scientist and published by Island Press in November 2002. This Resolution also requested the IUCN Council to consider establishing a working group to study and report on the contribution of organic agriculture to enhancing the conservation of biodiversity. To implement this Resolution, IFOAM and IUCN have recently signed a Memorandum of Understanding to address the issues more thoroughly, beginning with a meeting of the IFOAM Steering Committee in Germany in January 2004. Funding is provided by the Federal German Ministry of Environment.

## 2.33 Trade liberalization and the environment



A strategic approach to trade and biodiversity is being developed for IUCN through a 3I-C project (IUCN's fund to tackle emerging issues), in close collaboration with regional offices – especially SUR, ARO, Europe and



US, with the Group on Trade and Investment of the Commission on Environmental, Economic and Social Policy (CEESP) and with key partners such as the International Centre for Trade and Sustainable Development (ICTSD) and IUCN-WWF Wildlife Trade Monitoring Office, TRAFFIC. Project proposals have been developed on issues such as access and benefit sharing, alien invasive species, subsidies, policy work and capacity building, and some of these proposals have received funding and are being implemented with IUCN members and partners. IUCN organized a Global Biodiversity Forum at the 5<sup>th</sup> WTO Ministerial meeting in Cancún in 2003 and has also developed a number of trade and biodiversity policy briefs. Along with CEESP-ICTSD, it has helped develop a newsletter: BIoRES. As requested by the Resolution further work will be required in the development of models of dispute settlement and compliance for MEAs, which would also address trade and environment– conflicts.

### 2.34 Multilateral and bilateral financial institutions and projects impacting on biodiversity and natural features



The IUCN Business Unit is working with the International Finance Corporation and others to develop new investment and technical assistance facilities for biodiversity-oriented businesses in Africa and Eastern Europe. This includes efforts to integrate protected areas into agricultural investment projects and to secure new sources of private finance for protected areas through ecotourism in Africa. The Senior Advisor, Economics and Environment, has also coordinated input from IUCN to the World Bank to promote strong environmental safeguards in forthcoming revised operational guidelines for structural adjustment lending. The Unit is also the IUCN focal point for UNEP Finance Initiatives, which include both public and private financial institutions. More generally, virtually all IUCN projects with development assistance agencies incorporate elements to influence the policies of these institutions.

### 2.35 Follow-up on World Bank Forest Policy



This Resolution has been fully implemented. The World Bank issued a revised draft Forest Strategy in July 2001, on which IUCN commented jointly with WWF in September 2001. The IUCN Secretariat facilitated a meeting with a number of members and partners in July 2002, to discuss the revised draft. The Director General then met with the World Bank president and WWF Director General at the World Summit on Sustainable Development (WSSD) to discuss the draft policy's shortcomings. The policy was approved by the World Bank Board in November 2002. The Co-ordinator of the IUCN Global Forest Programme now sits on the external advisory committee for the implementation of the World Bank Forest Policy.

### 2.36 Poverty reduction and conservation of environment



This Resolution included a recommendation for IUCN and IUCN members to:



- (a) address poverty simultaneously with environmental rehabilitation;
- (b) design projects so as to reflect both environmental rehabilitation and poverty alleviation simultaneously; and
- (c) adopt the above as part of their policy.

The poverty and conservation project of IUCN's emerging-issues initiative (3I-C) is nearing completion. It has generated a number of case studies and discussion papers ('Beyond Rhetoric'). A major publication on the issue will be finalized in 2004. The outputs from the project have been fed into major international fora via IUCN statements, including the 2<sup>nd</sup> Committee of UN General Assembly. The 3I-C project played a lead role in organizing a Poverty and Parks workshop as part of the Building Support stream at the 2003 World Parks Congress, resulting in a Poverty and Protected Areas recommendation (V.29). IUCN has actively participated in the development of the Poverty Reduction Strategy Papers (PRSPs) for Uganda, Pakistan, Bangladesh, Mauritania and Senegal and is currently engaged in other poverty reduction planning processes.

With respect to the three points of the recommendation:

- a) The Ecosystem Management Programme, Water and Wetlands Programme and Forest Conservation Programme, and Regional Offices for Asia, West Africa, Eastern Africa, Central Africa, Southern Africa, Mesoamerica and South America have all made poverty reduction a key part of their current ecosystem restoration activities. WPC recommendation V.29 explicitly made the link between poverty reduction and ecosystem restoration.
- b) The Marine Programme is in the process of developing further projects linking poverty reduction and environmental rehabilitation.
- c) The Director of Global Programmes sent out detailed guidelines in 2003 to all thematic heads, regional directors and Commission Chairs on how to systematically integrate "pro-poor" conservation into their 2005–2008 component programmes.

### 2.37 Support for environmental defenders



This Resolution specifically addresses the relationship between environmental conservation and human rights. It was agreed that the Commission on Environmental Law (CEL) will coordinate legal approaches for providing legal defence for environmental activists. Initial analysis of the implications of the Resolution by a group of CEL legal experts suggests that IUCN's

response may require much more detailed review and consideration. However, this Resolution has been incorporated into the Environmental Law Programme's plan of work.

### 2.38 Cooperation among international and national participants in conservation programmes



This Resolution relates closely to the IUCN Mission and is integral to the work of all component programmes throughout the Secretariat. During the World Summit on Sustainable Development (WSSD) in 2002, the Director General hosted a meeting of CEOs of international conservation organizations, with specific reference to this Resolution. A follow-up meeting took place at IUCN Headquarters in April, 2003, and the CEOs also met during the V<sup>th</sup> IUCN World Parks Congress. A further follow-up meeting is planned for the spring of 2004.

### 2.39 Corruption in the forest sector



The Forest Conservation Programme (FCP) continues to support the Forest Integrity Network, a joint initiative with Transparency International, the World Bank and Yale University. As a member of the Forest Dialogue Steering Committee, FCP is helping to promote a dialogue between industry and NGOs on illegal logging. A meeting is scheduled to take place in China in June 2004. FCP and regional offices in West Africa, Southern Africa, Eastern Africa and Central Africa facilitated the input of civil society to the African Forest Law enforcement and Governance (AFLEG) ministerial meeting (October 2003, Cameroon) and is now preparing follow-up activities. IUCN joined the Congo Basin Forest Partnership, whose principal concerns include illegal logging and corruption in Central Africa. The Central African Rainforest Conference (CEFDHAC), working with the support and close collaboration of the Regional Office for Central Africa, has carried out capacity-building activities with parliamentarians and undertaken reviews of regional legal frameworks.

### 2.40 Natural resource security in situations of conflict



See Resolution 2.30.

### 2.41 International Ombudsman Centre for Environment and Development



The Resolution welcomed the announcement that an International Ombudsman Centre for the Environment and Development (OmCED) had been established on a pilot basis. It requested the Director General to:

- (a) make contact with OmCED during the pilot phase; and
- (b) present a report on the outcome of this contact in order to facilitate a decision by IUCN on its relations with OmCED.

In 2002, the IUCN Director General met with the Executive Director of OmCED and welcomed the fact that the Earth Council who was a joint founder of OmCED has joined IUCN as a member, as requested by this Resolution. In addition, initial experience was gained with a pilot case in Bolivia, but since then IUCN has not been directly involved in other cases. Discussions are underway to undertake a review of the pilot in order to decide IUCN's future involvement in OmCED.

The Steering Committee of the Commission on Environmental Law will discuss how to evaluate the Ombudsman Centre at its meeting in May of 2004, and will invite the Vice-Chair for Mesoamerica, Grethel Aguilar in Costa Rica, to hold preliminary talks with the UN University for Peace and with the Earth Council. The latter groups should be asked to take the lead in funding any work IUCN would undertake on this initiative.

### 2.42 International Biodiversity Observation Year (IBOY)



This Resolution urged IUCN members to contribute to IBOY and requested the Director General to participate in IBOY through the implementation of activities on biodiversity assessment under Key Result Area 5 of IUCN's Overall Programme. Assessment work is still continuing throughout the Secretariat – particularly related to Red Listing activities as well as a forest atlas, wetlands atlas and others. In addition, IUCN has served on the IBOY Steering Committee and provided technical advice. Additional funds were not available to provide for a stronger response. IBOY is now completed and has had a variable response, almost always depending on the funds that were available for implementation.

### 2.43 Sustainable management and protection of Asia's major river systems



This Resolution recalled the importance of community-based approaches to conservation. The Asia Programme held a three-day Mekong River conference in October 2001 of major stakeholders in the region. IUCN is helping execute a US\$ 30 million Mekong Wetlands Biodiversity Conservation and Sustainable Use Programme with a grant from the United Nations Development Programme (UNDP) and the Dutch Directorate-General for Development Cooperation (DGIS). IUCN Asia is now involved in a variety of activities supporting the sustainable management of the Mekong River Watershed. These include: implementation of the Mekong component of the IUCN Water and Nature Initiative (WANI); continuing involvement with the Mekong River Commission (MCR); joint implementation (with MCR) of the Mekong Wetlands Biodiversity Project; the development of a proposal for a catchment management project in Yunnan Province, China; ongoing discussions with the Dams and Development Project for joint activities in South-East Asia; support to China for management of the "Three Parallel Rivers" World Heritage Site in northern Yunnan; the

development of a decision support system for the Himal Region with the International Centre of Integrated Mountain Development (ICIMOD); the development of a WANI initiative with ICIMOD in the Himal Region.

#### **2.44 Strengthening IUCN's presence in Central Asia**



There has been significant progress on the implementation of this Resolution, despite events in Afghanistan. The various IUCN



Commissions, notably WCPA, SSC and CEL, have not only maintained but strengthened their activities in Central Asia. A proposal for environmental law work has been developed through co-operation between CEL and ELC members, while the Secretariat and the Canadian assistance agency (CIDA) have been approached to fund it. Another proposal for protected areas management is being developed, on the basis of recommendations made by a workshop jointly organized by IUCN, Fauna and Flora International and the European Bank for Reconstruction and Development in early 2003. Meanwhile, IUCN has sown the seeds for a longer-term presence in the region, by providing core funds to a 3I-C Project coordinated out of Almaty in Kazakhstan. For the remainder, IUCN hopes to enlist support from the German technical cooperation agency GTZ. Strengthening IUCN work in Central Asia is a longer-term undertaking, which will go well beyond the 3rd World Conservation Congress.

#### **2.45 Conservation of mountain ecosystems in Europe**



This Resolution was addressed through a variety of IUCN projects. For instance, the Russia/CIS project to assess New Emerging Areas in Nature Conservation, *inter alia* conservation of mountain ecosystems (project 76150-207); the project proposal to develop a viable strategy for conservation and sustainable use of mountain forest resources for CIS countries (project proposal AA 1747); and the project proposal to assess Indigenous Knowledge and Traditional Use of Nature Resources in Altai Mountains (proposal AA 1745). The Carpathian Convention was signed in May, 2003 at the 5<sup>th</sup> Environment for Europe Conference in Kiev, Ukraine. IUCN and its members are now working to assist Parties to fulfil the terms of this Convention.

#### **2.46 Protected areas of international importance in the Alps and the Mediterranean**



The IUCN Mediterranean Office funded a desk study of Mediterranean transboundary areas of regional importance through the WESCANA Biodiversity Centre, to complement the one already available for Europe, and a final report was published. The Centre consulted members and experts from the region by questionnaire. However, the results of the study were not full enough to justify an IUCN report – either because the data in many cases was not available or

because of the politically sensitive nature of transboundary areas. In 2003, a new World Heritage site was declared in the high Alps of Switzerland, an area containing the longest glacier in the Alps.

#### **2.47 Conservation of the last wild rivers of Europe**



Action has been taken through a secondment from the French Ministry of Ecology and Sustainable Development (Development of the Water Dialogue Project): a project proposal to assess the status of eight rivers in Europe under the Pan-European Biological and Landscape Diversity Strategy (PEBLDS) for its Kiev Conference in May 2003. An additional project proposal has been developed for a river management project for the Sava river (Balkans) to be submitted to the French Global Environment Facility.

#### **2.48 IUCN Temperate, Boreal, and Southern Cold Temperate Forests Programme in Russia**



In progress. The implementation of this Resolution was not fully completed by WCC III because the programme has a long-term planning horizon. The main project, “Building Partnerships for Forest Conservation and Management”, has received additional financing from the Canadian International Development Agency (CIDA) for two more years and has now been extended until 2006. Several additional proposals addressing forest issues of relevance to this Resolution have been developed and submitted to donors for consideration.

#### **2.49 Strategic Framework for IUCN in Mesoamerica**



Programme and Annual Operating Plans, particularly in the context of the current planning process for 2005–2008, are being developed in line with this Resolution. The Mesoamerican Regional Committee has formed a Task Force – Strategic and Corporate Development Group (GRUDESCO) – to oversee development and implementation.

#### **2.50 Environmental education in the Mesoamerican Component Programme**



The Commission on Education and Communication (CEC) Regional Planning Meeting was held in Costa Rica in January 2002 with CEC Mesoamerica members, the Regional Chair and the Global Chair. As a result, CEC developed a set of concept papers for fundraising. An active e-list exchange among CEC members has been established and the Environmental Citizenship Programme has launched key activities in Mexico, Costa Rica and Cuba.

#### **2.51 Conserving the Panama Canal Watershed**



The suggested dams workshop has taken place and a proposal is in development.

IUCN helped IUCN members in Panama and the Panama Canal Authority to organize a national workshop on the World Commission on Dams report, with the assistance of IUCN members in Panama and ORMA's technical staff.

## 2.52 Consolidation of IUCN's Component Programme for South America



This Resolution, in operative paragraph 2, requested the Director General and IUCN's Council to support and implement as soon as possible, procedures to link regional and national donors and investors, to co-finance the South American Component Programme. Operative paragraph 3 requested the Director General to:

- a) undertake a participatory evaluation of the South American Component Programme prior to 2002, to elucidate the regional experience in terms of:
  - i) decentralization;
  - ii) interactions with Headquarters;
  - iii) influence over regional processes; and
  - iv) effectiveness in fulfilling the Mission; and
- b) present the results and lessons learned at the 3<sup>rd</sup> World Conservation Congress, as a case study to be shared with the rest of the Union.

Further consolidation of the SUR Programme took place in 2003 and will continue in 2004. As a result of the 2001 Strategic Review, SUR's technical staff was greatly increased. New programmes, such as WANI (the IUCN Water and Nature Initiative), are coming on line in 2004. In order to complete implementation SUR is working with the IUCN US Multilateral Office fund-raising support, and a report on assessment and lessons learned from the implementation of the SUR Programme of work will be presented at the upcoming World Conservation Congress in Bangkok.

## 2.53 Nature conservation on the Guyana Shield



A number of recommendations from V<sup>th</sup> IUCN World Parks Congress, held in Durban in 2003, relate to this Resolution, particularly Rec. V.28. – Protected Areas: Mining and Energy, and Rec. V.24. – Indigenous Peoples and Protected Areas. These bore directly on the concerns expressed in the Resolution. They have been widely disseminated to governments, members and other stakeholders working in the Guyana Shield countries. The current planning process for the next quadriennial IUCN Programme 2005–2008 in SUR is considering including the Guyana Shield conservation priorities as defined by the workshop in Paramaraibo, Surinam, in April 2002, which was co-sponsored by the Netherlands Committee for IUCN (NC-IUCN), Conservation International and the UN Development Programme.

## 2.54 Antarctica and the Southern Ocean (see also 2.66)



Limited activities are under way through the Antarctic Advisory Committee. In 2002 and 2003 IUCN participated as usual in the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR) and the Antarctic Treaty meetings. IUCN will continue to participate in and contribute substantively to this process. Statements and reports were made at both meetings, particularly concerning the establishment of Marine Protected Areas and Patagonian tooth fish. Full implementation of all of the Antarctic recommendations would require substantially more resources than are currently available for this region.

## 2.55 Millennium Ecosystem Assessment



IUCN continues to contribute extensively to the preparation of the Millennium Ecosystem Assessment (MA). The IUCN President is a member of the Board of Directors of the MA, whose next meeting will be held in Nairobi (mid-March) and will be attended by IUCN's Regional representative for Eastern Africa. The IUCN Chief Scientist is a major contributor to the technical committees of the MA. Advice and assistance is also being provided to the MA primarily through the Commission on Ecosystem Management. The Chair and several core members are contributing directly. One IUCN staff member has been given a fellowship by the MA for work on the biodiversity responses section.

## 2.56 Land-use policies and legal tools for coastal conservation



IUCN has significant coastal conservation work taking place in eastern, southern and western Africa, carried out in conjunction with members and partners and coordinated by the IUCN regional offices in these areas. One significant initiative is the recent launch of the West Africa Programme for Coastal Resources Conservation – a multi-partner endeavour comprising 22 projects and costing €30 million. The Netherlands Government, through their Embassy in Dakar, is providing one third of this funding over the next five years. Efforts to duplicate this initiative elsewhere in Africa are being undertaken in 2004.

## 2.57 Preparation and adoption of guidelines for oil, gas and mineral exploration and exploitation in arid and semi-arid zones



The work on the draft guidelines has been completed, and published as a book "Extractive Industries in Arid and semi-Arid Zones: Environmental Planning and Management". The English language publication and a Spanish language summary were launched at the sixth Conference of the Parties of the UN Convention to Combat Desertification held in Havana in September 2003. A similar launch was organized at the V<sup>th</sup> IUCN World Parks Congress. Copies of the publication are

available for further distribution. Publication of French, Spanish and Arabic translations would be desirable, but has not yet materialized due to the unavailability of funds. While the activities mandated by the Resolution have been by and large completed, further promotion of best practice in extractive industries in drylands will continue beyond WCC III. This work is complemented by IUCN's work under the Energy and Biodiversity Initiative (EBI) and the Dialogue with the International Council for Mining and Metals (ICMM).

### 2.58 Ecological management issues relating to large dams



This Resolution is being implemented as part of the IUCN Programme on Wetlands and Water Resources and/or through the IUCN Strategy to encourage implementation of the recommendations produced by the World Commission on Dams (see also 2.19).



### 2.59 Legal aspects of the sustainable use of soils



This Resolution welcomes the initiative to form a Working Group on Legal Aspects of the Sustainable Use of Soils to prepare guidelines and other material relating to legislation and policies on soil and land degradation, as well as the possibility to develop an international instrument for the sustainable use of soils. These guidelines will be developed with the help of IUCN members.

A small amount of funding was received from the European Soil Bureau for initial research. A report of Dr Ian Hannam to the IUCN CEL Steering Committee was presented in June 2001. CEL contributed to the publication of the Soils legal study, which was published in the IUCN ELP Environmental Law & Policy Series (policy and legislative frameworks). The IUCN ELC has now secured funding from IWMI to fund the second publication on soils (on national legislation), to be published in the IUCN ELP Environmental Law & Policy Series by September 2004.

The IUCN CEL Soils Specialist Group prepared a work plan for consideration at the August 2002 CEL Steering Committee meeting. Dr Hannam, Chair of the Specialist Group, was on secondment to the ELC for three months and prepared a draft project proposal. ELC is also working closely with the CCD Secretariat on legal frameworks for implementing the UNCCD.

### 2.60 Conservation of the Western Black Rhinoceros (*Diceros bicornis longipes*)



The Directors General of IUCN and WWF sent a joint letter to the President of the Republic of Cameroon asking for support for this project. Follow-up surveys undertaken in 2001 failed to confirm the presence of a viable population (WWF has issued a report on this). No

individual animals have been seen, but rangers in the area continue to see tracks, dung and other signs (as of the 2003 season) which confirm the presence of some rhinos. In 2002, IUCN BRAO (West Africa Office) was requested by the Director General to liaise with the government and partner NGOs. The government designated a focal point (conservateur de la réserve de la Benoué). As of December 2002, a consortium has been investigating the possibility of private sector involvement in a capture/translocation project.

### 2.61 Conservation of Houbara Bustard (*Chlamydotis undulata*) in North and sub-Saharan Africa



After discussion with members from North Africa, the Resolution is again being brought to the attention of State members and national governments in the region. Meanwhile, we have been exploring the possibility of setting up a Houbara Bustard Conservation Project, but no potential donors have been found. Nevertheless, IUCN has had useful discussions with BirdLife International, whose regional office in Jordan is aware of the problem and is considering stepping up its efforts to conserve the species. A 2004 Red List evaluation for the this species is being completed to be followed by the imminent launch of a Discussion Forum. Nigel Collar will work on detailed "Red Data Book" style accounts in order to present all the evidence as exhaustively as possible, given the economic importance, profile and political interest in this species. This information will be ready and distributed at the 2004 CITES COP and IUCN WCC.

### 2.62 Chinese Alligator (*Alligator sinensis*) conservation



Phase 1 – generating international support, national-international coordination and a national action plan – was completed at a series of workshops in October 2001. Under Phase 2, the provincial authorities began the re-introduction of Chinese alligators in Anhui (initiated in May 2003) and in Shanghai (in development). This phase is being conducted by the Wildlife Conservation Strategy.

### 2.63 Illegal and/or unsustainable trade of wildlife species among and from the Mekong riparian countries



A number of actions have been carried out under a joint Marine Turtle Conservation project involving IUCN, WWF, TRAFFIC and the Government of Vietnam (Ministry of Fisheries). TRAFFIC completed a survey of marine turtle products in Vietnam and found that there is a large international trade (both tourist and wholesale). Training courses in combating trade in illegal species have been carried out and a National Action Plan on conservation and management of marine turtles was recently submitted for Government approval. Once the plan is approved, an inter-ministerial circular is to be issued on implementation – to include provisions banning domestic trade of marine turtle products. TRAFFIC South East Asia has developed a project proposal, in consultation with IUCN, to combat illegal trade in wildlife in the region.

## 2.64 The unsustainable commercial trade in wild meat



A major multi-institutional workshop on this issue was held in Yaounde, Cameroon, in September 2001. As a result, a report and action plan were produced. The proceedings were published as an SSC Occasional Paper and widely distributed. A number of project proposals are currently being prepared by BRAO (West Africa Office) and the SSC Wildlife Trade Programme. At COP 12 of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), IUCN submitted a joint briefing note (along with TRAFFIC and FAO) to the Parties. As an additional follow-up to the Yaounde workshop, IUCN BRAC and FAO are jointly assisting Gabon and Cameroon to develop national bush meat action plans.

## 2.65 Incidental capture of marine turtles by pelagic longline fisheries



This Resolution calls on the Committee on Fisheries (COFI) of the Food and Agriculture Organization of the United Nations (FAO) to undertake assessments of the incidental capture of marine turtles and to work with member states to reduce such instances. IUCN took an active part in the recent COFI meetings (Head, Marine Programme) but this remains an issue for FAO and the Regional Fisheries Management Organizations (RFMOs) to implement. The Head of the Marine Programme also spoke at a hearing on tuna longline fishing in the European Union Parliament's fisheries committee, emphasising the importance of addressing this issue, particularly in the Pacific.

## 2.66 Pirate fishing and seabird mortality from longlining in the Southern Ocean and adjacent waters



So far, only limited activities have been developed. A fisheries meeting held in Spain discussed both the issue and the possible actions that might be taken to address it. A couple of field projects have been discussed in Argentina. The work on High Seas Marine Protected Areas has also touched on this topic.

## 2.67 Invasive alien species



A 3I-C proposal, IUCN's project innovation programme, on invasive alien species intended to "mainstream" invasives into IUCN's work across the Programme, is underway. A Task Team from the Secretariat staff has been nominated to take the project forward. Negotiations are continuing on the secondment of a Senior Coordinator to IUCN Headquarters to oversee IUCN work on invasives worldwide. Several projects have been developed to bring together as many IUCN elements as possible to take on this issue and there are many references to alien invasive species in the proposals for the next quadrennial programme. IUCN continues its support for, and involvement in, the Global Invasive Species Programme.

## 2.68 Conservation of plants in Europe



In June 2003, the IUCN Centre for Mediterranean Cooperation and the Species Programme worked with an IUCN member, Plantlife International, on an Important Plant Area (IPA) workshop for the Mediterranean region. SSC is working closely with Plantlife International on developing a global IPA programme, preparing a funding proposal with the Global Environment Facility. Additional funding is required to prepare a European Red List of endangered plants. IUCN has held discussions on this topic with the European Topics Centre in Paris and an SSC member is working on identifying the European plants most under threat.

## RECOMMENDATIONS

### 2.69 Tiger (*Panthera tigris*) conservation



Working in partnership with WWF International, IUCN Bangladesh has undertaken a number of activities related to this Recommendation: 1) Study of prey population ecology (Spotted Deer, Wild Boar and Rhesus Macaque); 2) Habitat improvement through excavation of a freshwater pond within the Sundarbans; 3) Providing training in tiger conservation techniques for forest staff working in the Wildlife Sanctuaries of the Sundarbans; 4) Distribution of field biology equipment to the forest staff involved in tiger conservation; 5) Publication of a booklet on the tiger. As a follow-up to these activities, a project proposal has been submitted to Save the Tiger Fund, USA.

### 2.70 Conservation of Tibetan Antelope (*Pantholops hodgsoni*)



IUCN is focusing its efforts mainly on continuing discussions within CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) related to this species and the trade in shahtoosh. In the wake of Resolution 11.8 at the 11th CITES Conference of the Parties, further discussion on existing and improved trade controls for this species was put on the agenda for the CITES COP in November 2002. The species remains on Appendix I of CITES. At CITES COP 12, the Parties agreed on the need for an 'enforcement needs' mission in China. In addition, a CITES workshop on enforcement was held in September 2003 in China.

### 2.71 Co-operative regional action plan for the conservation of river dolphins (*Platanista ssp* and *Lipotes spp*) in the South Asian region




Recent attempts to develop a regional action plan for river dolphins in the South Asian region have had mixed success. WWF initiated work a number of years ago and received IUCN support. But not enough funding has been secured to complete this work. There has been more success at the national level (e.g. the




Vikramshila Gangetic Dolphin Sanctuary Conservation Programme in India).


## **2.72 Conservation of Dugong (*Dugong dugong*), Okinawa Woodpecker (*Sapheopipo noguchii*) and Okinawa Rail (*Gallirallus okinawae*) on and around Okinawa Island**

 The Nature Conservation Society of Japan, together with WWF-Japan and the Save Dugong Campaign Centre, held an international symposium in Tokyo on 28–29 September 2002. The SSC Sirenia Specialist Group was also represented there. The symposium adopted a draft action plan for the conservation of Dugongs in Okinawa. It included the provision of legal protection for the Dugong; avoiding accidental loss through the use of fishing nets; the conservation of seagrass beds; and an assessment of the environmental impact of the airport, to be carried out by the Japanese Government. The Japanese Government was asked to do this in cooperation with international NGOs and foreign scientists (information from Nature Conservation Society of Japan).

## **2.73 Conservation of Crested Ibis (*Nipponia nippon*)**


 Both *in situ* and *ex situ* efforts are underway in China and Japan. At the International Ornithological Congress in Beijing in August 2003, there was discussion of plans to reintroduce the species to parts of its former range in Japan and China.

## **2.74 Conserving the Saker Falcon (*Falco cherrug*)**

 BirdLife International has established an Internet discussion forum on this species. It has also begun a global review of its conservation status – updating and upgrading a preliminary review reported in 2003. This process was supported at a meeting in May 2003 of the World Working Group on Birds of Prey and Owls, which is formerly an IUCN Specialist Group and well known to Arab falconers as a key forum for international issues relevant to them.


A formal resolution deferred any management recommendations until the BirdLife review has been completed. However, progress has been relatively slow, since there is so much literature and the opinions expressed in it are so diverse. A definitive BirdLife position on the Red List categorization of the species (which, like the Houbara, has some complex taxonomic problems) will only be made in March 2004. That is still in time for the deadline for final submission of recommendations to the Red List at the end of April 2004.

## **2.75 Southern Hemisphere albatross and petrel conservation**


 Lack of funding meant that IUCN could not send a representative from the Global office to the negotiation of the Albatross and Petrel

Memorandum of Understanding under the Convention on Migratory Species, but many IUCN members were present. An Agreement was duly adopted by 12 range states, and eight countries have signed it so far (including Spain, a major fishing nation). The agreement will enter into force upon the 5<sup>th</sup> ratification.


## **2.76 Regional action plan for the conservation of marine turtles in the Indian Ocean**

 Relevant regional staff attended a regional conference and helped with the preparation of a conservation management plan, with support from the IUCN Marine Turtle Group. The Conservation Management Plan was formulated during this workshop. However, there is not yet sufficient funding to move ahead and begin implementing the management plan.

## **2.77 Conservation of marine turtles on the Atlantic coast of Africa**

 IUCN has participated in the continued work of the Atlantic African nations to develop and implement conservation measures relating to marine turtles, through the Convention on Migratory Species Memorandum of Understanding (MoU) addressing this issue. In 2002, through the Environmental Law Centre, IUCN attended the first meeting of the Parties to that MoU, and the first conservation plan was developed. IUCN Headquarters is also active in the 3<sup>rd</sup> issue mentioned in this Recommendation – monitoring the processes relating to international trade controls on marine turtles and their products.


## **2.78 Promoting sustainable fisheries**

 A high seas working group has been formed and is drafting various documents. In 2003, IUCN was represented at a hearing on tuna fish held at the European Union Parliament. A meeting on restoring large marine ecosystems (LME) and on industrial fisheries was organized in Vienna. In total, four LME practitioners' meetings were organized in 2003. A meeting on biodiversity and fisheries was also organized in France. Several projects related to this topic are in development, including the implementation of the LME portfolio of 18 GEF projects, at a cost of more than US\$ 1 billion.

## **2.79 Introduction of alien species**

 See Resolution 2.67.

## **2.80 The ecospace of Beringia and the Earth's migratory species**

 This has been an ongoing part of the Commission on Environmental Law's workplan for some time.

## **2.81 Mining concessions and protected areas in Mesoamerica**



Please refer to Recommendation 2.82.

## **2.82 Protection and conservation of biological diversity of protected areas from the negative impacts of mining and exploration**



The call on IUCN State members to ban exploration in IUCN Protected Areas Categories I-IV has proved very influential. It has encouraged conservation advocacy organizations to step up their efforts and has attracted the attention of major oil, gas and mining companies. Under the Energy and Biodiversity Initiative (EBI), several energy companies and conservation organizations including IUCN have collaborated to develop best practice in mining. The result has been several publications which are now being promoted. At the same time, best practice guidelines are being developed with the mining industry for the conservation of biodiversity. It is targeted specifically at the large companies making up the International Council on Mining and Metals (ICMM). IUCN is involved with helping these companies improve the industry's environmental performance. In the lead-up to the V<sup>th</sup> IUCN World Parks Congress, ICMM announced that its members would not work in World Heritage Sites in future. ICMM also declared that it recognises the IUCN Protected Areas Category System as a global framework for PAs.

## **2.83 Armed conflicts in natural areas (Panama and Colombia)**



IUCN members Fundación Natura-Colombia and Ancón-Panama have organized bi-national activities and meetings to encourage cooperation. The situation in Colombia continues to be sensitive. Further political signals or actions by the IUCN Secretariat and/or membership could be useful, provided these are constructive and the time is right. The political situation in both countries is being monitored closely by the National Committees of Panama and Colombia. It is suggested that the IUCN Committees involved use the Durban Recommendation V.15 (Peace, Conflict and Protected Areas) to help them when they approach governments, key stakeholders and donors in Colombia and Panama.

## **2.84 Unexploded ordnance contamination in sites of United States military activities in the Republic of Panama**



In 2002 the National Committee of Panama reported that the governments of Panama and the United States have reached formal agreements on this matter.

## **2.85 Conservation of Middle and Lower Parana River**



During 2001 and 2002, IUCN's South American Office (SUR) took part in a successful initiative on the Parana River, led by an Argentinian member (Fundación Proteger). Assistance included formal support in fundraising activities and institutional involvement in encouraging participation and consensus-building among both government and non-government stakeholders. Parana River was considered a regional priority for WANI (the IUCN Water and Nature Initiative) in South America. A proposal related to Parana biodiversity conservation was recently submitted to the Darwin Initiative, a small-grants programme funded by the UK Department of Environment, Food and Rural Affairs.

## **2.86 Protection of the Macal River Valley in Belize**



The Environment Impact Assessment (EIA) was completed and submitted to the Government of Belize. IUCN also provided a technical review and comments to the government on the EIA submission.

## **2.87 Protected areas and the Mesoamerican Biological Corridor**



IUCN Mesoamerica continues to cooperate with the Mesoamerican Biological Corridor Project.

## **2.88 Establishment of an Ecological Corridor in the Americas**



This is a long-term goal, and many of the resolutions and recommendations referring to the IUCN Mesoamerican and South American Programmes relate to it. Work on establishing the Corridor is an essential part of the programmes of both offices. It will continue into the next intersessional period.

## **2.89 Marine Protected Areas in the Baltic Sea**



A week-long workshop has been approved by the Nordic Council of Ministers and is scheduled for May 2004. Consultations have been held with the governments of Sweden, Denmark, Finland and HELCOM to develop the programme. IUCN will be editing and publishing the proceedings of the meeting, focusing on a system of Marine Protected Areas for the Baltic and on capacity-building efforts. Other meetings have also been held on this topic.

## **2.90 Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean**



The Recommendation recalled that as of 5 June 2000 the amendments to the Barcelona Convention extending its coverage from the marine environment to coastal areas had been

ratified by only nine of the 15 States necessary for the amendments to enter into force.

An initial survey was made of the countries which have not yet signed the Convention. IUCN takes part in the meetings of Contracting Parties to the Barcelona Convention and continues to urge governments to sign its protocols. In formal sessions, many partners and Parties have also called for full ratification. Wider considerations or national interests, however, have delayed action. IUCN therefore contributes to the wider pressure on countries to ratify.

### 2.91 Ocean pollution by oil



An agreement has been reached with the oil company Total to address some of the issues in this industry and a marine lawyer will be assisting IUCN in this work. The Secretariat has been represented at various International Maritime Organization forums on issues such as coastal sensitivity. A proposal is being developed in the WESCANA region to ensure that proper legal and technical measures are implemented to combat ship-borne oil pollution and contingency situations at sea.

### 2.92 Indigenous peoples, sustainable use of natural resources, and international trade



The responsibility for overseeing indigenous peoples' issues has been transferred to the Senior Advisor, Social Policy. The Indigenous Peoples and Conservation Policy advisor continues to be the focal point for issues concerning policy recommendations for CBD, WIPO and other international institutions, and processes. Work continues regularly in these areas and IUCN's involvement on indigenous peoples' issues has been expanded and consolidated.

### 2.93 Conservation of Kaisho Forest, Japan



A letter has been sent to the Prime Minister of Japan requesting him to assist in the establishment of a National Countryside Park. No other action is planned at this stage. This Recommendation is deemed to have been addressed.

### 2.94 Climate change mitigation and land use



This Recommendation requires no action by the Secretariat. However, as part of the Climate Change Strategy, IUCN is supporting developing countries in Africa, Asia and Latin America in the UNFCCC process, by providing legal advice on the rules for including forest projects under the clean development mechanism. IUCN is also organizing regional forums to exchange country positions. We are preparing a joint proposal to follow up with a multi-year capacity-building effort to support the design and implementation of CDM forest projects.

### 2.95 Drought and flood mitigation strategies



No progress to report at this time.

### 2.96 Earth Charter and draft International Covenant



Since 1992 the Earth Council has been conducting the preparation of an Earth Charter, with the collaboration of the IUCN Commission on Environmental Law (IUCN CEL) in this process, which prepared and published the draft Covenant on Environment and Development as a possible framework for an international convention. The Draft Covenant was reviewed following WSSD, with a revised edition to be published by mid-2004.

The current Recommendation requests the Director General, in consultation with IUCN members and Commissions, to examine and review the Earth Charter.

Based on a detailed review conducted by the Ethics Specialist Group of the Commission on Environmental Law, the IUCN Council, at its 58<sup>th</sup> meeting, agreed to prepare a motion, based on the Ethics Specialist Group's draft, endorsing the Earth Charter for adoption by the IUCN membership at the 3<sup>rd</sup> session of the World Conservation Congress.

### 2.97 A Marten's Clause for environmental protection



This refers to the 8<sup>th</sup> preambular paragraph in 'The Hague Convention (IV) Respecting the Laws and Customs of War on Land' (18 October 1907), which is also known as the Marten's Clause which is reiterated in Article 1(2) of the 'Protocol Additional to the Geneva Conventions of 12 August 1949 and Relating to the Protection of Victims of International Armed Conflicts'. The clause says: "*Until a more complete code of the laws of war has been issued, the High Contracting Parties deem it expedient to declare that, in cases not included in the Regulations adopted by them, the inhabitants and the belligerents remain under the protection and the rule of the principles of the law of nations, as they result from the usages established among civilized peoples, from the laws of humanity, and the dictates of the public conscience.*"

The additional protocol states: "*In cases not covered by the Protocol or by other international agreements, civilians and combatants remain under the protection and authority of the principles of international law derived from established custom, from the principles of humanity and from dictates of public conscience.*"

The Recommendation urged all United Nations Member States to endorse the following policy:

*“Until a more complete international code of environmental protection has been adopted, in cases not covered by international agreements and regulations, the biosphere and all its constituent elements and processes remain under the protection and authority of the principles of international law derived from established custom, from dictates of the public conscience, and from the principles and fundamental values of humanity acting as steward for present and future generations.”*

No action has been taken as of yet on this recommendation.

## **2.98 To secure the environment of Gaza Strip, West Bank and Jerusalem**



Regrettably, little improvement can be reported and there is little IUCN can do in the current context. Nonetheless, IUCN supported the Palestinian Authority in developing a biodiversity strategy and action plan which was endorsed in 2001. In consultation with government agencies, NGOs and partners, we developed proposals for capacity building of the Ministry of Environment, in the areas of environmental law and a protected areas system plan. These proposals have already been submitted to the Italian Development Cooperation and UNDP GEF for funding. However, further progress is being delayed by the current political and security situation. The IUCN WESCANA Programme hopes to resume collaboration with the Palestinian Authority as soon as the situation allows.

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

**IUCN's Response to  
The 2003 External Review of IUCN  
April 2004**

**Action Requested:** The World Conservation Congress is requested to RECEIVE and CONSIDER IUCN's Response to the 2003 External Review of IUCN.

**Part I: Council Response to the 2003 External Review**

**Introduction**

Since 1991, External Reviews of IUCN have been carried out at the end of each intersessional term for purposes of accountability to members, donors and partners and for learning and improvement. Supported by the core donors of IUCN, the External Reviews are reported to the IUCN Council, the core donors of IUCN and the members of IUCN at the World Conservation Congress along with a Management Response from the Director General outlining the steps that the Secretariat will take in addressing the recommendations of the Review. In addition, summaries and/or abstracts of all evaluations of IUCN are available on the IUCN website in the three official IUCN languages.

The findings and recommendations of the 2003 External Review of IUCN were presented to the 59<sup>th</sup> Meeting of the IUCN Council in December 2003.<sup>1</sup> The recommendations covered a range of performance areas including issues related to the external positioning of IUCN, the planning, implementation and strategic management of the IUCN Programme, senior management and organizational systems, regionalization and decentralization of the Secretariat, financial viability and financial management issues, and issues related to the governance structures of the Union.

The Director General was requested to present to the 60<sup>th</sup> Meeting of the Council a Management Response outlining the proposed actions to address the recommendations. The Management Response, presented in Part II of this report, combined with the Council's decisions on the recommendations of the Governance Task Force, responds to both the management and governance recommendations of the 2003 External Review. The more operational

recommendations of the Review related to staff and management processes of the Secretariat have been referred to the appropriate Secretariat management structures.

**Council approval of the Management Response to the External Review**

The 60<sup>th</sup> Meeting of the Council in March 2004 received the Management Response to the 2003 External Review and found it to be an excellent basis upon which to move forward in acting on the recommendations of the External Review. Council endorsed the Management Response with several suggestions for additions which have now been incorporated into the attached text. Council requested the Director General to prepare an Action Plan with milestones and monitorable indicators for use by the incoming Council in tracking implementation of the response measures proposed by the current Council and the Director General over the next intersessional period.

In reviewing the Management Response to the External Review Council welcomed the significant progress made by the Secretariat in the areas of programme planning (the Programme framework for 2001–2004), monitoring and evaluation, financial management including improved risk management, and improvements to the management systems of the Secretariat.

Council highlighted the importance of effective action in the following areas to the future of the Union:

- **Clarifying the role of members in the work of the Union:**

Council supported the Director General's recent efforts to implement the new Membership Strategy and to work to clarify the range of options and roles for members to play in the work of the Union.

- **Improving the policy impact of IUCN's work in major centres of multilateral policy influence:**

Council stressed the importance of an effective IUCN presence in major multilateral policy centres

<sup>1</sup> The Executive Summary of the 2003 External Review is attached as Attachment 1 of this report. The complete Review report is available on the IUCN website.

including Washington, New York and Brussels and supported the Director General's efforts to strengthen the IUCN policy system and the performance of the IUCN offices in these centres.

▪ **Strengthening the strategic management and potential of a decentralized and regionalized organization:**

Council recommended that the Director General implement Phase 2 of the Regionalization and Decentralization Review in 2005 to further assist in clarifying the rationale and performance criteria for IUCN operations in both Statutory and Programmatic Regions and to identify ways in which the decentralized and regionalized operations of the Union can be strengthened. In particular, Council urged the Director General to consider ways of strengthening the Secretariat's presence in Oceania and in Central Asia over the next intersessional period. This commitment is reflected in the amended Management Response as attached.

### **Council's Response to the Governance Recommendations of the External Review**

The 1999 External Review raised concerns about the effectiveness and efficiency of governance structures of the Union and those of the Commissions. The 1999 Review urged the IUCN Council to adopt governance reforms to ensure a more effective and efficient governance structure for the Union in response to the ongoing concerns of members and donors. The 2003 External Review recognised that the present Council had taken significant steps to address the governance issues raised in previous reviews by appointing a Task Force on Governance in February 2000 with a mandate to examine long-standing issues of governance in the Union<sup>2</sup>, to consult with members, donors and key IUCN partners, and to submit recommendations for governance reforms to Council and the next World Congress. However, since the IUCN Council had not concluded its deliberations on governance reform when the External Review was conducted in 2003, the Review could only be tentative in its governance conclusions, continuing to urge the Council to complete its critical governance reform work.<sup>3</sup>

The 60<sup>th</sup> Meeting of Council concluded its deliberations on governance for this term. Council approved decisions<sup>4</sup> on governance reform in four major areas:

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<sup>2</sup> Governance issues have been identified by the membership, the Council, donors and in External Reviews of IUCN since 1991.

<sup>3</sup> 2003 External Review, page 41

<sup>4</sup> For exact wording of decisions see the Minutes of the 60<sup>th</sup> Meeting of Council, March 29–31.

1. The World Conservation Congress (WCC) – the cycle, theme, positioning, format and resolutions process of the World Conservation Congress
2. The IUCN Council – the structure, size, functioning and accountability
3. The IUCN Commissions – the role and accountability of the IUCN Commissions
4. Regional governance – the regional governance of the Union – mechanisms, roles and functions.

The nature of the governance reforms in each of these areas is as follows.

### **The World Conservation Congress**

A consensus emerged from the consultation process of the Governance Task Force and from the findings of the Evaluation of the Amman World Conservation Congress in 2000 that competing events in the Congress agenda prevented members from engaging effectively in the statutory business of the Union (policy and programme debate and approval, finance issues, resolutions process, elections) and from fully benefiting from networking opportunities with members and partners. In addition, members wanted a predictable cycle for Congress and a more focused set of themes. To address these concerns, the IUCN Council agreed that:

- the WCC will be held in two separate and distinct parts – the World Conservation Forum and the Members' Assembly;
- the WCC will take place on a 4-year cycle, focusing on major IUCN Programme conservation issues;
- the Resolutions process will be streamlined through more efficient upstream management of motions, through urging submission of motions 120 days before the WCC, and through clearly separating those directed to IUCN and its components (governance, IUCN policy and amendments to the Programme) from those directed externally (global policy, species, site and event specific motions).

### **Effectiveness of the IUCN Council**

After considerable debate and reflection on the structure, size and functioning of the current model of Council, it was agreed that the Council would remain the same size as specified in the Statutes, meeting at least once a year. Measures aimed at strengthening the performance and functioning of Council would be implemented, including the adoption of a Council Handbook and Performance Tools<sup>5</sup> outlining clear roles and responsibilities of Council and Councillors, performance support tools for improved reporting, self assessment and clearer criteria for nominations of Councillors. In addition Council agreed that the Bureau of Council would be strengthened, and should

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<sup>5</sup> Using the Statutes as the legal basis for its development

focus on routine business matters, leaving more time for Council to discuss and debate global conservation policy issues and provide strategic oversight of the Programme and policy of the Union. The Vice Presidents will constitute the Nominating Committee for committees of Council and Bureau, and will assist the President in managing the work of Council, including synthesising and reporting on Councillor self assessments.

Council would elect up to four Vice Presidents and a Bureau of nine members – President, Treasurer, four elected Councillors, one Commission Chair, and the two Chairs of the Programme and Policy Committee and the Business and Audit Committee. Six of the nine Bureau members elected at the beginning of the term, will be up for re-election at mid-term.

### **The IUCN Commissions**

The 1999 External Review of IUCN and the 2000 Review of the IUCN Commissions<sup>6</sup> raised governance issues related to the Commissions. The role of the Commission Chairs on the IUCN Council, their reporting and accountability to both the Council and Congress, and the need for greater synergies between Commissions and the IUCN Programme were among the issues identified. These concerns were taken into account in the work and the Governance Task Force and were also recognised by the Commission Chairs.

In 2003 the Commission Chairs and the Director General agreed to convene a working group of the Commissions to directly address these concerns and to submit their recommendations to the Governance Task Force and the Council. Both the Task Force and the Council welcomed this initiative and endorsed their recommendations<sup>7</sup> which included recognition that there can only be one IUCN Programme within which the Commissions operate. Council also approved a range of measures designed to strengthen the transparency and accountability of the Commission Chairs to the IUCN Council and of the Commissions to Congress, including improved reporting and performance review procedures.

In March 2004, Council received the Review of the IUCN Commissions and agreed with the recommendation of the Review that the mandates of the Commissions should be more focused to reflect the specific objectives and results of the Commissions for each intersessional period. Accordingly at the 60<sup>th</sup> Meeting of the IUCN Council the Commission Chairs were requested to revise and re-submit their mandates to clearly reflect their Mission statement, long-term goals, priority areas or themes of work, objectives for the intersessional period, expected results for the intersessional period, structure and

organization. This has now been done. The mandates submitted for approval to the 3<sup>rd</sup> IUCN World Conservation Congress now provide a more effective tool for Commissions to use in reporting to Congress and members, as well as enabling Congress and Council to more effectively fulfil their oversight responsibility for evaluating the performance of the Commissions.

Lastly, the need for a strategy paper on the future of knowledge networks in IUCN, identified by the Governance Task Force, was recommended by the report of the Consultative Group on Commissions and this is now being undertaken by the Director General.

### **Regional Governance roles and structures**

The Task Force consultations revealed two areas of concern related to regional governance. First, a lack of rationale and programmatic coherence in some IUCN Statutory regional boundaries (examples cited were West and East Europe, North Africa, West Asia) and issues related to the lack of definition of the role that regional structures (Regional Committees) could potentially play in contributing to the Programme and regional governance of the Union.

Given the rapidly changing geopolitical circumstances, the Task Force and Council concluded that changing the legal definition of boundaries at this time would not provide a lasting solution and that it would be more desirable to seek non-Statutory solutions to improved working relationships between and among regions by means of inter- and intra-regional committees and task forces, as currently practiced in the Mediterranean programmatic region.

Council accepted the recommendations of the Task Force with respect to the need for greater definition of the roles that regional committees may play in the Programme and governance of regions, including<sup>8</sup> engaging actively in the development of the regional programme; advising on the regional Business Plans and on the implementation of the regional programmes; participating in monitoring and evaluation processes; assisting in the recruitment and engagement of Commission members; adopting regional policies coherent with IUCN policies; advising on motions arising from the region; identifying appropriate qualified candidates for regional Councillors; collaborating in joint fundraising, and managing funds for Regional Committee meetings and activities. Regional Committees would report to Council on the functions that they carried out.

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<sup>6</sup> The External Review of IUCN, 1999. The Review of the IUCN Commissions, 2000.

<sup>7</sup> Complete recommendations can be found in the Report of the Consultative Group on Commissions.

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<sup>8</sup> A comprehensive list of the Functions of Regional Committees may be found in the minutes of the 59<sup>th</sup> Meeting of the IUCN Council and in the report of the Governance Task Force to Congress.

To complete work in the area of regional governance, Council recommends to the incoming Council that a Review of the functioning and effectiveness of regional and national committees be undertaken in 2005.<sup>9</sup> This will assist the incoming Council to set benchmarks of practice and to assess the measures that need to be taken to better enable and empower effective regional governance for the Union.

## Conclusion

It is with confidence that Council presents to the IUCN members at the 3<sup>rd</sup> IUCN World Conservation Congress the actions and measures outlined in this paper in response to the 2003 External Review of IUCN. In accepting the recommendations of the Council's Governance Task Force, the Review of the IUCN Commissions, and the Management Response of the Director General, Council is confident that the measures outlined here are sound, appropriate for IUCN, and respond positively to the governance, management, programme and organizational issues that have been raised by the 2003 External Review.

## Part II: IUCN Management Response to the 2003 External Review (Submitted by the Director General to the 60<sup>th</sup> Meeting of the IUCN Council, March 29–31, 2004)

### Introduction

The regular cycle of External Reviews of IUCN (a major review at the end of each intersessional term) provides an important opportunity for the management and governing Council of IUCN and its core donors to reflect on the performance of the organization over each consecutive intersessional period<sup>10</sup>, and explore issues and challenges facing IUCN. No other IUCN review or evaluation that takes place across the Secretariat<sup>11</sup> has the mandate to focus on the totality of IUCN, with its inherent complexities of the three pillars of the Union – the Secretariat, the Commissions and the worldwide membership.

Just as past reviews have helped IUCN to confirm progress and to identify remaining gaps and challenges, the 2003 External Review is no exception. The Terms of Reference (TORs) for the Review<sup>12</sup> were ambitious in requiring an assessment of the performance of IUCN's Programme, management, organizational and financial issues and governance over the past intersessional period, and providing a

<sup>9</sup> Council decision, 60<sup>th</sup> Meeting of the IUCN Council

<sup>10</sup> An intersessional term in IUCN is the 4-year period between sittings of the IUCN World Conservation Congress.

<sup>11</sup> Between 40–60 evaluations take place in IUCN each year at project, programme and organizational level. However these are focused on specific programmes, regions or projects and not on the organization as a whole.

<sup>12</sup> TORs – Annex 1 of the External Review report, pages 63–67

forward looking assessment of IUCN's position in the global context. The 2003 Review is perhaps the most comprehensive of the External Reviews of IUCN to date, providing a greater depth of analysis and argumentation than previous Reviews. We<sup>13</sup> commend the efforts of the Review Team in trying to take a more 'evidence-based' approach to the Review, and appreciate that this approach provides the basis for a more informed response from the management and governing Council of IUCN.

The IUCN Secretariat staff found their interaction with the 2003 Review Team members stimulating and challenging in the discussions held across the Secretariat and at the IUCN Council meetings of June 2003 and December 2003. We would be remiss if we did not thank the Review Team leader and members for conducting an efficient, challenging and well-informed Review. It is a complex task to understand everything about IUCN in the short period of time, and this Review Team rose admirably to that challenge.

### The basis for the IUCN Management Response

The Management Response is based on a series of discussions and consultations in the Secretariat and in Council over a 7-month period:

- Presentation of the draft findings of the Review and discussion with the IUCN Council at the 58<sup>th</sup> Meeting of the IUCN Council in June 2003;
- Discussions on the draft findings with senior managers in August 2003;
- Discussions on the findings with core donors in November 2003;
- Discussions on the final report of the Review at the Programme and Policy Group (PPG) Executive meeting in November 2003;
- Discussions on the final report at the 59<sup>th</sup> Meeting of the IUCN Council in December 2003;
- A special Executive Management Retreat, February, 2004 in which a Task Team of IUCN senior managers was convened to discuss the strategic issues and recommendations of the Review results and to prepare a draft management response.

In addition to the series of discussions on the External Review listed above, the External Review was seen as an important reference point during the later part of the formulation of IUCN's new Intersessional Programme for 2005–2008 in all component programmes across the Secretariat.

We view the above discussions and the response articulated in this report as a start to acting on the Review, not an end in itself. While this report documents actions that have already been taken and highlights proposed actions aimed at many of the

<sup>13</sup> 'We' refers to the Executive Management Group (EMG).



strategic issues and recommendations raised in the Review, it must be said that we do not yet have all the answers to the challenges and questions raised in the Review. We are, however, committed to putting in place the necessary measures to address outstanding issues, gaps and weaknesses and to working towards a satisfactory resolution of those issues as quickly as the human and financial resources of the Secretariat will allow.

### **Overall Conclusion and Progress since 1999**

The External Review found IUCN in better health and heart than in 1999, yet warned that the challenges before it are immense, and that the Union must move fast and decisively if it is to maintain its leading contribution to human and ecosystem well-being<sup>14</sup>. While we are heartened by this overall conclusion, we are well aware that there is no room for complacency. We share the conclusions of the Review in assessing IUCN's progress since the 1999 Review<sup>15</sup>. We agree with their findings that the Programme crisis has been addressed and that the Programme framework has provided, and continues to provide, a major unifying vision for the decentralized and regionalized Secretariat and the Commissions. We acknowledge that some weaknesses remain, and measures to address these are discussed under the section below on 'Programme Management'.

We share the optimism of the Review in terms of the governance reforms being undertaken by the IUCN Council through its Governance Task Force and believe that these reforms will serve to strengthen the strategic engagement of members in the IUCN Programme through more focused regional governance mechanisms and an improved IUCN World Conservation Congress. We agree that knowledge management remains an urgent concern for IUCN and significant measures to address this are outlined in this report. We agree that while major improvements have been made in IUCN's financial management system and risk management practices, that IUCN's financial future is still not secured. And finally, we agree that while management systems have improved, more can be done to support a worldwide decentralized and regionalized Secretariat to enhance their capability to achieve the Mission of IUCN. Measures to address these outstanding issues are addressed under the section on 'Management and Organizational Systems'.

### **Global Challenges and Positioning Issues facing IUCN**

The External Review highlights a range of global challenges to which IUCN must respond effectively in order to remain relevant in a rapidly changing and increasingly competitive world<sup>16</sup>. We are in general

agreement with the global challenges set out by the External Review and believe that the Intersessional Programme framework for 2005–2008 adequately addresses these challenges both in terms of recognising them as drivers of change (affluence, absolute poverty, accelerating globalization, etc.) as well as forming the basis for programmatic and policy responses by IUCN and other conservation organizations (policy and governance responses, multi-stakeholder dialogues, conflict resolution, etc.). We share the concern of the External Review regarding the current decline of environmental issues on the multilateral policy agenda, and we go further to identify this as one of the major threats to IUCN's Mission in the coming years. We emphasise the risks to IUCN of moving too far beyond its core fields of competence to address the current trend of donor imperatives related to the 'poverty agenda' thereby risking the loss of IUCN's niche and comparative advantage as a conservation organization. We also concur with the External Review's position that while too much emphasis on poverty reduction in IUCN's Programme would be inappropriate, IUCN must have a convincing and durable thematic position that embraces livelihoods and the natural environment, and that is articulated with globally approved paradigms and programmes for improving the human condition<sup>17</sup>. We believe that IUCN's work on poverty and livelihoods through the 3I-C Fund and through the Water and Nature Initiative (WANI) conceptually meet this test, and that the Intersessional Programme for 2005–2008 strengthens, as recommended by the Review, IUCN's work on the interface between environmental, social and economic factors<sup>18</sup>. These examples and others will form the basis for strengthening IUCN's work in relation to poverty imperatives over the next intersessional period while recognising that IUCN should continue to maintain and enhance its work on biodiversity conservation.

The Secretariat is currently taking steps to strengthen knowledge management and its policy system in order to have access to knowledge and policy positions on all issues pertinent to its Vision and Mission as recommended by the Review.<sup>19</sup> A major study<sup>20</sup> is underway on how to better understand and strengthen the ways in which IUCN generates, manages and disseminates knowledge, and the 2004 Review of the IUCN Commissions has concluded a significant pilot assessment of the use and influence of a selected set of knowledge products of the Commissions. These two studies will contribute to a greater understanding of how the knowledge of the Commissions and the Secretariat worldwide can be targeted more purposefully to support the Mission of IUCN<sup>21</sup>.

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<sup>14</sup> 2003 External Review report, page i

<sup>15</sup> *ibid*, pages 4–5

<sup>16</sup> 2003 External Review, pages 3–4

<sup>17</sup> *ibid*, page 54

<sup>18</sup> Diagram, draft Intersessional Programme document 2005–2008, page 5

<sup>19</sup> 2003 External Review, page 55

<sup>20</sup> IUCN Knowledge Management Study, 2003

<sup>21</sup> 2004 Review of the IUCN Commissions

IUCN agrees with the Review to maintain its commitment to facilitating and enhancing global multilateral processes of environmental governance, and to negotiate with donors the provision of resources to make this possible.<sup>22</sup> To this end, the following steps have been taken:

- IUCN's policy presence in Brussels has been strengthened significantly by the provision of one of the highest allocations of core funds currently provided to any IUCN Secretariat Office;
- IUCN's global policy work has been strengthened with the appointment of a Global Policy Advisor based in the IUCN Office in Washington;
- the role for a small IUCN presence in New York to support IUCN's UN Observer status to the United Nations General Assembly<sup>23</sup> has been further defined;
- the role of the Canada Office in Montreal is being further clarified and strengthened through the implementation of the new CIDA framework agreement and a strengthened relationship with the Secretariat for the Convention on Biological Diversity (CBD) and the North American Commission for Environmental Cooperation (CEC);
- the IUCN policy system has been strengthened;
- the roles and performance of the Washington, Montreal and Brussels Offices with regard to policy influence and fundraising have been redefined to support the work of the Union at global and regional levels.

Monitoring and evaluation of the performance of IUCN offices in fulfilling these roles at global and regional levels remains part of the regular cycle of Strategic Reviews undertaken by the Director General and the Executive Management Group. More generally we agree with the Review that IUCN should sharpen its strategies, including criteria, for the opening and closing of offices, and that this should be reviewed in the next phase of the Regionalization and Decentralization Review process following the IUCN World Conservation Congress (WCC) in Bangkok.

The issue of the capacity of IUCN offices in North America and Europe, and the political will of IUCN members in those regions to use IUCN to address domestic issues and agendas remains to be further discussed. While we agree with the Review that Western Europe (and North America) have an enormous ecological footprint<sup>24</sup>, the fact that the foundation for IUCN's work is based on the endorsement of the IUCN membership can be both a strength and a weakness in taking action on domestic issues. Having said that, IUCN and its Commissions

are currently contributing to domestic issues in many ways, including:

- IUCN in Europe is supporting the implementation of Countdown 2010 – Securing European Action to Halt the Loss of Biodiversity as one of the major thrusts of IUCN work in Europe;
- IUCN Canada and the IUCN World Commission on Protected Areas (WCPA) have recently contributed to the identification of potential new World Heritage sites in the boreal eco-zone in Canada;
- IUCN US recently facilitated key dialogues between government agencies, NGO members, IUCN regional programmes and the Species Survival Commission involved in the Indo-Pacific Marine Turtle Agreement and the related WTO dispute.

We do not agree with the suggestion of the Review that the IUCN Offices in Washington and Montreal should be phased out as members take greater responsibility for implementing the Programme in those regions.<sup>25</sup> We believe it is critical for IUCN to maintain a strong policy presence in these centres where influential institutions such as the Global Environment Facility (GEF), the World Bank Group, the Inter American Development Bank (IDB), the Secretariat for the Convention on Biological Diversity and others reside, in addition to the role of supporting, where appropriate, a strengthened role for members and partners in the policy and programme priorities of IUCN.

We find the perspectives of the Review on the role of members in implementing the Programme to be too narrowly prescriptive and not sufficiently sensitive to the range of factors that impact heavily on effective implementation of programmes and policy. These factors include the capacity and willingness of members to take the lead, donor imperatives for lead partners, and the advantages for members operating in often volatile geopolitical circumstances of having a strong IUCN global and regional presence. IUCN donor funding and contractual obligations require a delicate balance between empowering the membership of the Union and the accountability of the Secretariat for the delivery of contractual programme commitments.

Having said that, we agree that IUCN must take steps to strengthen the role of members in the work of the Union, and the Secretariat is cognizant of the uneven progress made on this issue over the past years. The Secretariat now has in place a new IUCN Membership Strategy<sup>26</sup> that will strengthen the capacity and the engagement of IUCN members in the programme and policy work of the Union at global and regional levels,

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<sup>22</sup> 2003 External Review, page 56

<sup>23</sup> IUCN Council paper, 60<sup>th</sup> Meeting of the IUCN Council, March 2004

<sup>24</sup> 2003 External Review, page 56

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<sup>25</sup> *ibid* page 56

<sup>26</sup> IUCN Membership Strategy, February 2004

including that of Commissions. The Strategy calls for a major shift in the way the Secretariat works with members to a more systematic and proactive engagement of members that recognises the full range of their capacities and that builds on their strengths in achieving the Mission of IUCN. The Membership Strategy, together with the increased clarity provided by the Governance Task Force recommendations on roles and responsibilities for regional governance mechanisms (Regional Committees and Fora)<sup>27</sup> provides the basis for optimizing the relationship between the Secretariat, the Commissions and the members of IUCN.

The role of members in the work of the Union has been a recurring concern of past Reviews, and we are confident that the Secretariat now has in place an explicit strategy to move to a more effective engagement of members over the next intersessional period. An explicit monitoring process is currently being put in place to provide feedback on the implementation of the Membership Strategy and on the satisfaction of members. To ensure that optimal organizational support is provided for the implementation of the new Membership Strategy we agree with the recommendation to review the positioning, capacity and strategic competence of the Membership Unit. For IUCN's Secretariat the issue of the role of the membership will remain a priority on the change management agenda over the intersessional period and beyond.

With regard to the recommendation of the Review for an unambiguous response to the proposed relationship of IUCN with the private sector<sup>28</sup>, we acknowledge that this issue has, in the past, challenged the very nature of the IUCN constituency. The inherent tensions in managing sometimes opposing and strongly-held views of the IUCN membership on the role of the private sector have sometimes led to a state of semi-paralysis. We acknowledge that this is neither desirable nor acceptable.

We believe that IUCN must find a more effective engagement strategy with the private sector, whether through programme and policy initiatives or through its membership base. Recent progress in exploring the potential of new partnerships with the private sector is promising, but not without its ongoing challenges. Current examples include the ongoing dialogue with the International Council on Mining and Metals (ICMM) and recent formation of the Working Group on Extractive Industries and Biodiversity. The Business and Biodiversity Programme has, as the Review recommends, redefined its mandate for the intersessional period based on the IUCN Private Sector Strategy to be considered by Council in March 2004, and is fully engaged in contributing to the new

IUCN Programme for 2005–2008. The Corporate Strategies Group is currently putting in place a Partnership Strategy that will provide a foundation and set of key principles for effective engagement with not only the private sector but with a range of other key social and economic actors.

### **The IUCN Programme**

The lack of a coherent Programme framework for IUCN was of great concern to the 1999 External Review. Four years later, the 2003 Review confirms that the Programme framework developed in 2000 is a milestone in the way IUCN conceptualizes and structures its efforts. The Review goes on to say, however, that the Programme has remained a conceptual rationale and framework for what the Union does, rather than becoming the leading, dynamic driver for its choices and activities and that the broad definition of thematic activities has prevented it from being an effective tool to direct and focus activities. Finally, the Review is concerned that the Programme has not been adequately linked to a convincing and appropriate Business Plan for its execution.<sup>29</sup>

We agree with this analysis and believe that we have taken important steps in the preparation of the new Intersessional Programme to address these weaknesses. The new Programme has taken a more 'dynamic driver' approach instead of a simple enabling or facilitating framework, and the consultative process applied at global and regional levels to develop the 2005–2008 Programme with members is vastly improved. Procedures are being put in place to ensure that component programmes are in compliance with the overall Programme, and analysis has been undertaken to review the spread of results and level of effort by results, and to identify gaps and overlaps. Integration has been promoted between component programmes and with members by means of Secretariat-wide initiatives, including programme initiatives on Poverty and Environment, Trade and Environment, the pan-African IUCN work supporting civil society engagement in NEPAD, the Water and Nature Initiative (WANI), and the Forest Landscape Restoration work.

However, even with these strengthened measures, it must be noted that because of the nature of IUCN, the Programme framework will remain largely a facilitating framework, subject to a variety of regional realities and donor policies and imperatives.

We agree with the recommendation of the Review for strengthened strategic management of the Programme and its component programmes<sup>30</sup>. Accordingly the role of the Director, Global Programme and associated

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<sup>27</sup> IUCN Council decisions, December 2003

<sup>28</sup> 2003 External Review, page 59

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<sup>29</sup> *ibid*, page 11. Also 3.6.1

<sup>30</sup> 2003 External Review, page 30

organizational structures<sup>31</sup> is currently being reviewed with the aim of providing greater strategic oversight and management of the quality of the IUCN Programme and its component parts.

The 2003 Commissions Consultative Group report (the Bossey Report) commissioned by the Director General and the Commission Chairs also represents a milestone in further strengthening the coherence of the work of IUCN. While the approval by the IUCN Council<sup>32</sup> to endorse the principle of one programme for the Secretariat and Commissions provides the foundation for further strengthening the relationship between the component parts of the Union, this important decision will need to be fully operationalized over the next intersessional term to realize its full potential. Work remains for both the Secretariat and the Commissions in this regard.

We acknowledge the need highlighted by the Review for a more effective business strategy to support the implementation of the Programme<sup>33</sup>. It has been agreed that this will be a high priority for management. Steps have already been taken in the Programme Plan and Financial Plan for 2005–2008 to provide a clearer niche for IUCN in order to maintain and enhance our core competencies in conservation issues while seeking to address underlying causes of biodiversity loss or unsustainability within the economic and social pillars of sustainable development. Even with a stronger Financial Plan to support the Programme, the limitations of the Programme Plan must be recognised. The plan is an authorizing document that sets the limits and directions of the Programme, but the delivery of the results is subject to the ability of IUCN to raise corresponding funds. This factor will always play a significant role in determining the drivers of the Programme.

The Review observes that members' sense of ownership of the Programme remains limited. We need to explore further what is meant by ownership and to better clarify what members would wish from IUCN, and what is realistic to expect IUCN to deliver. The Membership Strategy, the improved consultation process for the Programme, and greater definition from the Governance Task Force of the roles and functions of Regional Committees will all serve to assist the Secretariat in achieving greater clarity on these issues over the next intersessional period.

The Programme document identifies that the Secretariat and Commissions are accountable for delivering the Programme results on behalf of and in

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<sup>31</sup> Currently the Programme and Policy Group (PPG) and the PPG Executive, and the Programme, Planning and Evaluation Team (PPET) and the Monitoring and Evaluation Initiative

<sup>32</sup> December Council, 2003

<sup>33</sup> 2003 External Review, page 11

collaboration with members. However, we need to more clearly identify, particularly at the component level, how the Commissions and regional and global thematic programmes engage with members, their respective roles, responsibilities and accountability, and the potential for members to directly implement, or contribute to, the Programme in relation to the issue of accountability.

### **Knowledge management**

We acknowledge that progress in this area has not been reflective of the importance that we place on the role of knowledge management in the work of the Union and we agree with the Review that the current Knowledge Management Study is critical for the future development of IUCN. The Study that is currently underway will consider best practice for knowledge-based organizations by looking at other globally respected knowledge based organizations, clarifying what is meant by knowledge concepts, and by reviewing how IUCN is currently managing its knowledge and knowledge networks in comparison with best practice. Strategic improvements will be recommended on the basis of the Study and its analysis.

The Study and its consideration by the IUCN World Conservation Congress (WCC) should be seen as reflective of the high priority that we accord to the role of knowledge management in the future of IUCN. A more detailed operational response will be required from the Director General and from the Commissions once the WCC has endorsed the overall strategic direction that will form the basis of a Knowledge Management Strategy for the Union.

### **What drives the programme? – the balance between projects and programme**

The Review addressed the question of 'to what extent does IUCN make use of its extensive knowledge base to direct its operations and programme strategically, and how responsive is it in this respect?' The Review concluded that the Programme is driven more by the availability of funding than by the Programme framework or biodiversity concerns or by societies with large global ecological footprints. While we accept that funding is a strong determinant of the Programme, other factors such as members' interests and regional concerns, are also influential, as shown in the data collected by the Review<sup>34</sup>.

The Review recommends that IUCN withdraw from the project market, and move to country and regional framework funding<sup>35</sup>. We agree that more diverse and stable funding is needed to reduce the adverse impacts of projects (e.g. over dependence on a few donors, short duration of many projects, effects of sudden shifts in donor priorities, high transaction costs).

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<sup>34</sup> 2003 External Review, page 25

<sup>35</sup> 2003 External Review, page 26

However, we feel that the withdrawal from the project market is not necessarily an appropriate or desirable action. Our analysis of the issue reveals that the problem may be less a dependency on projects, but rather that many projects are not strategic enough in their focus, or that they do not sufficiently address programme priorities. The type or size of projects that are negotiated can also create high transaction costs and other inefficiencies. We agree that improvements can be made to the way in which IUCN conceives of and engages in projects, and every effort will be made to move to a more strategic, efficient use of projects to achieve programme and policy results.

To this end, the programme implementation system, particularly the project design, approval, tracking and fundraising systems will be further strengthened to focus IUCN on projects that contribute most directly to the delivery of the agreed results, to promote more strategic, flexible and integrative projects. Strategic Reviews of IUCN's component programmes will be strengthened to consider the efficacy of their fundraising and project delivery strategies in relation to the overall aim of achieving a more balanced and strategic project and programme portfolio. The Conservation Finance and Donor Relations Unit at Headquarters has been strengthened to provide assistance to the regional and global programmes of the Secretariat in making this important shift. We recognise that securing and effectively managing large complex projects requires a high level of skill and capacity, along with robust institutional systems to track financial flows and monitor and report progress and manage risk in a timely fashion. These necessary supporting systems will be reviewed and strengthened where necessary.

Global framework agreements have been, and continue to be, essential to the core income support for IUCN. These will continue to be actively promoted, and will be supplemented by regional, country and thematic programme frameworks that do not reduce IUCN's overall flexibility. Opportunities for developing more 'semi-restricted funding' including flexible 'integrative' projects will be aggressively pursued (e.g. a connected set of projects such as WANI (Water and Nature Initiative) or a series of connected projects on a key issue such as ecosystem management or poverty conservation links). In addition to more strategic use of projects, IUCN's Corporate Strategies Group is exploring alternate funding mechanisms such as the use of a capital campaign and individual giving mechanisms.

#### **Who executes the Programme?**

We agree that we need to clarify the role of members and partners in delivering the Programme. The Statutes and Regulations are ambiguous in this regard and should be clarified. The need for greater clarification of the role of members has been noted in both the Membership Strategy and in the work of the

Governance Task Force. The Membership Strategy and the Financial Plan will seek to increase the capacity of members to engage in the Union, but this will not necessarily be undertaken through the diminution of the role of the Secretariat and Commissions. The Business Plans of component programmes will be reviewed to ensure that the role of the Secretariat adapts as the interests of members change and their capacity improves. We recognise that members are involved closely in programme design and implementation in some thematic programmes and in some regions, but that this is highly variable across the Union.

We agree that developed country issues are critical to the Mission of IUCN and that the Programme could be strengthened with regard to the role that members in developed countries can play in addressing domestic issues on behalf of IUCN. However we note that the current funding model does not easily allow for extensive Secretariat support to developed countries. This issue is also complicated by the fact that not all developed country members wish IUCN to engage in domestic issues and in some countries State and NGO members have conflicting views on domestic issues.

The Programme is seeking to address underlying causes and to influence consumption and production patterns as well as inequity and trade, but our ability to do this well with available resource (financial and human) faces major limitations under the current business model. Recent attempts to bring these issues to the table include IUCN's interventions at events such as the World Summit on Sustainable Development (WSSD), the V<sup>th</sup> IUCN World Parks Congress, the World Economic Forum, the Katoomba Group and the European Parliament.

The current programme model will be maintained in terms of accountability, that is, the Secretariat through the Director General, and to a limited extent Commissions, are accountable to Council and Congress and thus must be the primary agents responsible for programme implementation. This does not diminish the importance of the need to better involve members in the work of the Union, but the benefits and costs of having members execute the Programme need to be better understood and models need to be developed that enable member engagement while still ensuring accountability and quality.

#### **Monitoring and Evaluation**

We agree with the analysis of the Review regarding the positive progress in putting a monitoring and evaluation system in place in IUCN, and with their observation of the need to strengthen the use of evaluation results to improve strategic decision making<sup>36</sup>. Measures will be taken by the Executive Management Group (EMG) to improve the utility of

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<sup>36</sup> 2003 External Review, page 21

results by requiring managers to demonstrate that they are using the evaluation results, and by improving the synthesis and communication of results on the agendas of key strategic decision-making processes such as the EMG and the Programme and Policy Group (PPG). The use of results and subsequent improvements in performance will be monitored by EMG at regional and global levels, as well as by appropriate programme groups. PPG and PPG Executive will play a strengthened role in responding to the evaluation results and feedback on the quality of IUCN's work through regular meta analysis reports. Terms of Reference for senior staff will be revised to ensure that they are accountable for following up on the results of evaluations and that staff appraisal systems are revised to include an assessment of these accountabilities.

IUCN's capacity to monitor and evaluate outcomes, impacts and partnerships will be further improved, recognising the inherent costs of undertaking large scale impact monitoring with multiple actors. Current evaluation work tracking the influence of the knowledge products of Commissions represents a major step forward in evaluating outcomes and sets a positive precedent for further outcome evaluation work over the intersessional period. Evaluation of the influence of selected IUCN policy interventions is also being initiated, and opportunities for joint evaluations with donors and partners are being explored with donors and other key conservation organizations.

With regard to the positioning and resourcing of the evaluation function in IUCN, we recognise the need to reassess the evolution and positioning of the evaluation function in IUCN now that the basic system and standards for evaluation are in place. We do not feel that it is appropriate to adopt the model of an independent external evaluation unit reporting directly to Council, largely because the majority of evaluation requirements in IUCN emanate from contractual agreements with donors<sup>37</sup> and are the responsibility of programme and project managers. We believe that it is an advantage to continue to have the evaluation function work closely with these managers to improve their capacities to carry out better evaluations and to use evaluation results, and to have evaluation results reported to Council and Congress through various accountability obligations of the Director General. A reassessment of the role and positioning of evaluation will be undertaken as part of measures to strengthen the strategic management of the Programme. Evaluation support has already been extended on a limited basis to other parts of the organization, such as corporate services and membership and this will be continued in the next intersessional period.

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<sup>37</sup> Approximately 80% of evaluations in IUCN are requirements of donors; approximately 20% are self-initiated evaluations.

## Organization, Management, Governance

### The Strategic Management of the Union

The External Review has verified that the current changes made by the Director General since 2001, while seeming to impose some restrictions on decision making at the regional level, have, in fact, created an appropriate balance between decentralized operations and management and the need for administrative consistency, compatibility and accountability in a global organization<sup>38</sup>. We also concur with the Review in their recommendation<sup>39</sup> that what is needed now is more strategic management of the Union. To this end, the Director General will:

1. Continue to support the governance reforms proposed for Council in order that Council may play a more strategic leadership role for the Union;
2. Examine, with Council and his staff, the role of the Director General in the context of his duties as Chief Executive of the Union, responsible for the overall execution of the Union's Programme, and not only as head of the Secretariat;
3. Review the functioning of the Executive Management Group and implement changes to broaden its role as a strategic management team;
4. Continue to further strengthen the regionalization process through the implementation of the second phase of the Regionalization and Decentralization Review.

We recognise the need to strengthen the integration of socio-economic and political competencies into the work of the Union, including an increased level of inter-programme and inter-disciplinary work. We agree that initiatives like WANI and the 3I-C provide a solid basis upon which to build. Improvements to the project design and approval system (PAC) at global and regional levels will be made to ensure a greater degree of integration is built into project and programme design at an early stage. We also envisage a review of the current global thematic programme configuration that will offer new insights into how to achieve greater synergies both vertically between Headquarters, the Commissions, regions and country programmes as well as horizontally across the regional programmes, global thematic programmes and the Commissions. Operationalizing the 'one programme' decision with the Secretariat and Commissions will also provide greater synergies and integration.

IUCN acknowledges that the functions of the Corporate Strategy Group are critical for the Union, especially because these functions should add value to the Programme by enhancing fundraising and communications; by engaging a new range of partnerships for IUCN such as the business

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<sup>38</sup> 2003 External Review, page 34

<sup>39</sup> *ibid*, page 34

community; and by strengthening the engagement of the membership in the work of the Union. The Corporate Strategies Group has been strengthened substantially in 2003, and we agree with the Review recommendation to review the structure, management and leadership of this key group in 2004 and to make adjustments accordingly to ensure that it is able to provide these important services.

The Corporate Strategy Group will take the lead in the preparation of the Business Plan of the Union in cooperation with the Global Programme, Regions and Commissions, and it will deliver and implement the new Membership, Communications, Fundraising and Partnership Strategies in the next intersessional period.

IUCN acknowledges the need as suggested by the Review, for the Human Resources Management Group (HRMG) to play a more strategic support role to other units of the Secretariat in order to enhance their performance. In view of this, HRMG will implement a strategy and business plan addressing the following key requirements:

1. A review of qualifications and recruitment policies for IUCN staff world wide;
2. A thorough performance management system;
3. Facilities for the professional development of existing staff, including management skills.

The Review also urges the Director General to seriously consider how to achieve a more appropriate gender balance in the top management of the Secretariat<sup>40</sup>. Starting in 2004, the Human Resources Management Group (HRMG) will report at regular intervals on the geographic and gender diversity in IUCN staff, at mid and senior management levels throughout the Secretariat.

The Review indicates that communication is one of the most important functions of IUCN and that much remains to be clarified in terms of communication needs, strategies and instruments for the Union<sup>41</sup>. We agree with the importance of this function, and the recent appointment of a new Head of Communications and the implementation of a greatly improved Communications Strategy have begun to address these outstanding issues.

### **Management of growth**

We agree with the recommendation of the Review that the Council, the Director General and his management team should explicitly assess, determine and justify a long-term growth strategy for the Union at all levels<sup>42</sup>. The options suggested in the Review (growth driven by membership or partnerships or multi centre growth) are seen as useful starting points for further analysis.

The development of an explicit growth strategy will be given a high priority in the next phase of the Regionalization and Decentralization Review, the implementation of the Intersessional Programme for 2005–2008 and the Membership Strategy, and in the change management process of the next intersessional period. We include in this undertaking the further articulation of the rationale and criteria for Secretariat offices (work initiated in the first phase of the Regionalization and Decentralization Review), and the implementation of a performance framework for the components of the growth strategy.

Recognising the need to continue to strengthen the regionalized and decentralized delivery of the IUCN Programme, the Secretariat will continue to support improvements in the current regionalized structure of the Secretariat and work towards a more active Secretariat presence in Central Asia and in Oceania.

### **Financial management and viability**

We agree with the assessment of the Review that significant improvements have been made to the financial system of IUCN over the past intersessional period<sup>43</sup>. These improvements have contributed greatly to improved financial analysis and practices including risk management, and they have provided the foundation for the further development of a well informed growth strategy as recommended by the Review. In this regard, the Financial Plan for 2005–2008 has been strengthened to clearly articulate three growth scenarios for the Union, and a clear set of assumptions regarding the growth of the Programme.

We also agree with the Review that additional refinement is needed to link financial resources to programme component results and to support setting priorities among them<sup>44</sup>. We appreciate that there is little room for complacency in terms of the financial position of IUCN. However, since May 2002, IUCN has set up a comprehensive risk management policy defining clear targets for reserves and provisions. Significant progress had been achieved at the close of 2003. We confirm that a review of budgets of administrative and support functions is being carried out, and that operational efficiencies including a reduction in transaction costs is a priority for senior management.

We share the dilemma raised by the review that while diversification of sources of funding reduces risk, this can also increase transaction costs unless donors pool their resources or harmonize their approach to funding.<sup>45</sup> Strengthened efforts are being made by the Conservation Finance and Donor Relations Unit at Headquarters to ensure the renewal of core framework agreements and to support a harmonized approach to

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<sup>40</sup> 2003 External Review, page 38

<sup>41</sup> *ibid*, page 38

<sup>42</sup> 2003 External Review, page 39

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<sup>43</sup> *ibid*, page 45

<sup>44</sup> *ibid*, page 45

<sup>45</sup> 2003 External Review, page 47

framework funding to the greatest extent possible, given the realities of donor policies and circumstances. Regional, country and thematic framework agreements are being pursued where feasible and appropriate, and agreements with the private sector and foundations are being actively pursued.

We agree with the notion that other partners should be engaged in discussions to support the IUCN Programme in addition to ministries responsible for development cooperation<sup>46</sup>. Indeed this process had begun in the 2001–2004 period and we are continuing to broaden our government dialogues to ministries of agriculture, natural resources management, water and energy. The 2005–2008 Financial Plan includes targets for increased State government membership in IUCN and growth in NGO membership. In addition, membership dues will be indexed to allow for appropriate increases based on the Consumer Price Index (CPI) published annually by the Swiss National Bank (the central bank of Switzerland).

In order to achieve targets set in the 2005–2008 Programme IUCN needs to not only secure framework agreements with its current core donors, but also to expand the number of core contributors. The Fundraising Strategy aims to secure three new framework donors over the next intersessional period. These financial targets will be a high priority on the senior management agenda for 2005–2008.

### **Governance of the Union**

We share the optimism of the Review on the progress made by the IUCN Council Governance Task Force, and we agree with the importance of this work to the

future of the Union. The Director General will continue to provide the necessary Secretariat support to the work of the Task Force through to the 3<sup>rd</sup> IUCN World Conservation Congress (WCC) in Bangkok, and beyond to the implementation of governance reforms in the next intersessional period. We agree with the Review that the Union would benefit greatly from improved strategic leadership and oversight from Council and Congress. This in turn would greatly assist the Secretariat in positioning the work of the Union more effectively, and in fundraising and implementing the Programme and policy work of the Union.

Together, the Secretariat and Council will need to ensure that the recent Council decision<sup>47</sup> related to the roles and responsibilities of Regional Committees and Forums in the programme and policy work of IUCN is operationalized in a way that provides greater clarity on the ways in which the Secretariat, Commissions and members can work together to better achieve the Mission of the Union.

Ultimately, however, the decisions and response to the External Review on issues of governance reform rest with the IUCN Council and the IUCN World Conservation Congress. The Director General and his staff will continue to support this work to the greatest extent possible, recognising its importance to the future of the Union.

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<sup>46</sup> *ibid*, page 53

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<sup>47</sup> IUCN Council decision, 59<sup>th</sup> Meeting of Council, December 2003



## **Attachment 1**

### **Summary of the 2003 External Review of IUCN**

The 2003 External Review (ER) of IUCN was asked to assess the performance of the Union's Programme; the strategic relevance of IUCN in the broader sustainable development context; the progress made in strengthening governance, organizational and operational systems; and the financial viability of the organization. This report addresses all these issues and offers an overall strategic review of the Union's performance and prospects. This summary does not offer a systematic outline of all the report's contents. Instead, it focuses on the strategic issues that we believe are most important for the Union's future.

As a strategic review, this report offers recommendations about steps IUCN should take... But it does not aim to be prescriptive. It is not a blueprint. It tries to raise ideas, options and implications. It tries to stimulate debate. Indeed, the External Review process was built to be participatory and open. IUCN responded positively. We believe that the process of the last few months' enquiry and debate may have been at least as valuable as this final report.

IUCN has been an innovative and dynamic organization through much of its 55-year history. The last two decades have seen rapid growth, substantial achievements and a series of change processes that have helped the Union to adjust to new challenges and an evolving world scene. During that period it has made major contributions to the principles and practice of sustainable development and environmental governance without forsaking its heartland concern with nature conservation. It has expanded its work and its membership to many new parts of the world, and in particular to developing countries.

IUCN today is a well-established global Union of states, organizations and professionals that plays an invaluable role in the conservation of the earth's resources and the sustainable development of people's livelihoods. Like all other complex organizations, it has its problems and challenges. But these are more than compensated by its strong past performance and its promising potential. To help tackle the problems and challenges while affirming the character, assets and potential of the Union has been the most important and most rewarding task of this External Review.

Since 1993, the Union and its major donors have commissioned periodic External Reviews for an overall analysis of its condition and performance. The most recent ER, in 1999, took place at a difficult time in the Union's history. It identified three areas of urgent concern. One was the then IUCN Programme and the way a new one was being prepared for submission to the 2000 World Conservation Congress.

The ER found that the 1997–1999 Programme, and the planning process, were seriously flawed. We find in 2003 that the current Programme, and the consultative processes to prepare its successor, are a major strength of the Union. A second area of concern was the coherence and quality of IUCN's knowledge management, and the role of the Commissions in that process. We find four years later that some progress has been made with regard to knowledge management, although IUCN acknowledges that more needs to be done. Positive steps have been taken with regard to Commissions' role in the Programme, as well as their governance. The overall governance of the Union was the third major problem area identified in 1999, and the problems became more apparent at the World Congress in 2000. IUCN reacted in 2001 with a Governance Task Force. This ER finds that the Task Force has made several sound recommendations that now await approval by Council and the Congress.

IUCN has thus worked proactively over the last four years to tackle the major issues identified by the 1999 ER, as well as the many other challenges with which it is constantly confronted. Overall, we are happy to report that IUCN is in better health and in better heart than it was at the time of the last External Review in 1999. The Union continues to do more and achieve more than would seem possible with the resources at its disposal. Through the commitment and expertise of its Secretariat, Commissions and members, IUCN has continued to build its reputation as a strong and capable contributor to sustainable development, from the forums of international environmental governance to the fields and forests of natural resource users. Funds invested in IUCN yield very positive returns. Examples in recent years include the Union's role in building and now implementing the Convention on Biological Diversity; its continuing development of knowledge about nature and its conservation; the way it builds capacity through its membership, Commissions and many partnerships; and the way it builds awareness and action, as through its strong performance at the 2002 World Summit on Sustainable Development.

The programming crisis of 1999 is history now. The quality of IUCN's current Intersessional Programme is a major reason for the Union's stronger performance. The Programme has given better structure and focus to the organization's work. Preliminary signs are that these qualities will be enhanced in the next Programme. Overall, the Programme has provided a stable and conceptually compelling framework for pursuing the Union's Mission, although the framework is still more permissive than directive and achievements at overall global level now need to be followed through at the level of component thematic and regional programmes. Scope and support have

been provided for innovation. Good progress has been made with monitoring and evaluation, although the function continues to be under resourced. More is needed if IUCN is to achieve its intended quality as a learning organization that understands the outcomes and impacts of its work.

Since 1999, the Secretariat has launched innovation in several aspects of knowledge management. The current Programme has helped IUCN to develop the concept. Progress remains incomplete, however, and a new study of the issue was recently commissioned. We hope that this study can be completed in time for the next Congress, and that it will be integrated with the Secretariat's proposals for an upgrade of its electronic knowledge services. The Commissions make many vital and valuable contributions to the Programme, with which their activities have now been formally integrated. Some problems of quality and coordination remain, and Commissions are constantly challenged by scientific and institutional developments in their various fields. Overall, however, the role of the Commissions within the Union has been consolidated, and the knowledge management issues identified by the 1999 ER are receiving active attention.

Like many organizations, IUCN does not function in exactly the way a reading of its constitution might suggest. Members are not as central to implementation of the Programme as the Regulations imply they should be. Does this matter? IUCN performs well with the limited direct inputs that members make. There is no doubting the broader commitment of members to the Union's Vision and Mission. The Secretariat is making increasing and fruitful efforts to involve members more in formulating and delivering the Programme. Despite these strengths, IUCN will only achieve truly global impact in an increasingly globalized world if it marshals the enormous capacity of its members more explicitly and effectively into execution of its Programme. Where members are already strong and well resourced, this capacity should be deployed to extend the coverage and impact of the Programme. Where members are fewer and weaker and the Secretariat's presence through country and regional offices is stronger, the Union needs a long-term logic that builds member capacity and leads ultimately to a more supportive, background role for the Secretariat. These strategies are necessary for IUCN to sustain and build its credibility and increase its impact, which remains limited in many parts of the world.

IUCN has come a long way with a predominantly entrepreneurial mode of management of its Secretariat. Opportunities were seized, and quality work was done. But the development has been fragmented and uneven. As the Union grows more sophisticated, it needs stronger, more consistent, more strategic management. The Council must rebuild itself in order to give the necessary strategic direction. The Director General, as Chief Executive of the Union,

should consider transforming the Executive Management Group from a basically operational advisory body into a strategic management team.

Regionalization and decentralization have transformed the Secretariat over the last 20 years. They have created strengths and challenges for the Union. Reviews of the process have so far been inconclusive. Some diversity in organizational structures and systems is a necessary strength. But it must be guided by a strategic consistency that is currently lacking in IUCN. That strategy should be more explicit about how and why the Secretariat builds, operates and reduces or withdraws its presence in regions and countries. It should rationalize governance structures and relations at regional and national levels. It should provide financial models for funding regional and country roles in the design and execution of the Programme. It should provide a rationale for the role, size and location of Headquarters functions in the Secretariat.

This strategy needs to link to a strategy for the growth of the Union. Over the last 20 years, that growth has been most marked in the Secretariat. Growth is one of the most natural characteristics of a successful organization. IUCN is successful. It faces enormous challenges in pursuing its Mission. The question is not whether it should grow, but how. Concentration on continued rapid expansion of the Secretariat would be financially risky and would increasingly contradict the character of the Union. Other, not mutually exclusive, growth strategies could be membership-driven growth, partnership-driven growth, and multi-centre growth. The Union should be clear about how it intends to grow.

Designing appropriate governance for this uniquely complex organization, and making it work, remain a challenge. At the heart of this challenge, and a core strength of the Union, is the democratic nature of this governance by institutions that represent its members. The Governance Task Force appointed by Council in 2001 has made important progress. The External Review has not tried to duplicate its efforts. Instead, we offer some comments. We strongly support the message of the Task Force to Council: real reform is now essential to maintain the credibility and performance of the Union. We endorse the recommendations of the Task Force regarding the operations of the Congress and the governance of the Commissions. We also underline its recommendations for a more clearly empowered Bureau within Council, to make governance more efficient and effective. The Task Force is working carefully to determine the best way to adjust the definition of the IUCN Regions and to systematize governance at regional level. We endorse these efforts. We believe that stronger and better formalized regional governance – balanced with the global character and responsibilities of membership – is in the interest of the Union, and should be the subject of a full-scale trial in a selected Region. Overall, IUCN is close to resolving the

governance problems identified by the ER in 1999. Council and the Congress must now act to endorse and execute the recommendations of the Task Force.

IUCN is well managed financially and has enhanced its financial stability. But it has to live with chronic instability in its funding. Partly this is because short-term project finance is so great a part of the total budget. In many parts of the Secretariat, the internal, self-justifying imperatives of the 'project machine' are more compelling drivers of what is planned, budgeted and done than the Union's Programme. IUCN needs strategic clarity about its business model. Does it exist to pursue its Mission through whatever project funding it can obtain, rationalizing these activities through the conceptually powerful but operationally permissive framework of the Programme? Or does it use the Programme to drive and direct its funding arrangements? We believe that the latter is the only viable strategy for the future of IUCN. But it means that the Union and those who support it must agree a broader range of framework funding arrangements at country, regional and global levels. We can assure IUCN that many funding agencies are ready to do this, and that framework funding at country and regional level will not necessarily endanger such funding at global level. We can assure funding agencies of our confidence that IUCN can use framework funding responsibly and effectively. Consequently, our recommendations do not focus only on existing donors increasing their global framework funding: rather, on framework funding being more widely used at all levels of IUCN operations.

For many years IUCN has depended heavily on development funding agencies. It is important to widen its funding base. Many Ministries such as

Finance, Environment, Natural Resources, Agriculture and Infrastructure share some of IUCN's concerns and would be prepared to support its work. It is an important task for the Council and the Director General – but also for the current donor agencies – to engage such Ministries and their institutions as partners for the Union.

IUCN has made strong progress since the 1999 External Review. It makes a globally respected contribution to international environmental governance and the promotion of sustainable development. The first of the three most urgent issues identified by the 1999 Review, the Programme, has been transformed from a weakness to a strength. The second, knowledge management, is being addressed, but remains a work in progress. Thirdly, the Union has tackled its governance issues seriously. Now is the time for it to address two further, fundamental strategic issues: its character as a regionally structured, global membership organization; and ways to drive and resource its work through its Programme.

IUCN could not have made progress without the sustained and visionary support of its donors. We hope that this 2003 External Review will strengthen the basis for continued trustful cooperation between the Union and its supporters.

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**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

**External Review of IUCN Commissions  
Summary of Report**

**Action Requested:** The World Conservation Congress is requested to:

- a) TAKE NOTE of the summary report of the External Review of the IUCN Commissions carried out in accordance with Resolution 19.2 of the 19<sup>th</sup> Session of the General Assembly, Buenos Aires, 1994 and Article 46(e) of the IUCN Statutes;
- b) TAKE ACCOUNT of the recommendations of the External Review of the IUCN Commissions in considering the proposed Mandates of the Commissions 2005–2008.

The Commissions have played a key role in IUCN throughout its history. Despite changes to their mandates at different times, the original six Commissions continue today:

Commission on Ecosystem Management (CEM)  
Commission on Education and Communication (CEC)  
Commission on Environmental, Economic and Social Policy (CEESP)  
Commission on Environmental Law (CEL)  
Species Survival Commission (SSC)  
World Commission on Protected Areas (WCPA)

This continuity in the long term hides considerable turmoil and discontinuity over shorter periods in their history. Thus as we look at the Commissions now, two of them are in the early stages of rebuilding their networks (CEM and CEESP); one has recently undergone a major renewal process (CEC); and three can be said to be at a mature stage (CEL, SSC and WCPA).

### **Purpose of Review**

This Review responds to the IUCN Statutes (Article 46(e)) which require Council to review the work of the Commissions in order to propose any changes to their mandates, and to the renewed commitment of the Commissions themselves to become more accountable to and integrated with the work of the other two pillars of the Union.

The purpose of the Review is to look at the six Commissions within a single comparative framework in order to draw conclusions about the relevance, effectiveness and efficiency of the Commissions as a group, and their positioning in relation to the initiatives that are shaping the global environmental conservation agenda. Although they are each very different, the Commissions operate in the same changing internal and external environment and they share common problems, such as increased

competition for the resources that the Commissions need – experts' volunteer time, financial support from donors and the attention of governments and civil society to what they produce and what they say.

This report presents the conclusions of the overall review process including the knowledge products and services, together with the findings of the organizational and performance aspects of the Review. A more detailed discussion of the review component relating to the knowledge products and services of the Commissions is available on the IUCN website ([www.iucn.org](http://www.iucn.org)).

The Review conducted interviews with 93 people inside and outside the Commissions for the organizational assessment and surveyed the opinions of 587 Commission members through a web survey. A further 331 people were interviewed (110) or surveyed (174) specifically on the use and assessment of the Commissions' knowledge products and services, and 47 people involved in producing the products and services were interviewed. Thus a total of 250 interviews were conducted and 761 responses to two surveys were received as input to the Review findings.

The Review is an **organizational** assessment and is not an in-depth evaluation of any Commission. It takes as its starting point the view that organizational performance is dependent on the *capacity* of the organization (its leadership, management, human and financial resources and its structure), its *motivation and incentives* and its *external environment*, which can facilitate or inhibit performance.

### **Nature and functions of Commissions**

Part VIII of the IUCN Statutes lays out the nature, composition and function of the Commissions:

*73. The Commissions shall be networks of expert volunteers entrusted to develop and advance the*

*institutional knowledge and experience and objectives of IUCN.*

75. *The functions of the Commission shall be to fulfill their missions as defined in their mandates, including:*

- (a) to analyse issues and prepare assessments, reports, action plans, criteria and methodology and undertake research and other scientific and technical work;*
- (b) to undertake tasks assigned to them within the integrated programme of IUCN;*
- (c) to provide advice on any matter within their fields of competence;*
- (d) to broaden knowledge and competence on matters relating to their mandates;*
- (e) to work with members and the Secretariat to develop activities within the various Regions, and to support members and components of IUCN with necessary expertise; and*
- (f) to undertake such other responsibilities as may be assigned to them by the World Congress and the Council.*

Commissions are not organizations in the normal sense. They are expert networks that fall into the category of *formal knowledge networks*. As such they are volunteer networks that are task and purpose driven which add value rather than just exchange information and produce outputs, and are built on expertise as well as common interest. The lifeblood of knowledge networks is effective communications between members of the working components of the network in order for them to aggregate knowledge, produce outputs and engage with external bodies.

The criteria first enunciated for Commissions by the General Assembly of IUCN in 1990 parallel the operating principles for good expert knowledge networks:

1. It must be able to meet a clearly defined need;
2. There must be a widespread demand for the products of its work which must be central to the mission of the Union;
3. A Commission should not be a minor player in its field; it should be the main source of the knowledge it provides;
4. It should be possible to give its work a clear and limited focus so that Commission members clearly understand what is expected of them;
5. There is a strong and active network supported by a community of interest among the members;
6. A critical mass of members exists with some homogeneity of interest and commitment to common objectives;
7. It should balance diversity of expertise with a significant community of professional interest.

## **Mandates of Commissions**

The mandates for the Commissions derive from Regulation 69 of the IUCN Statutes which states that the mandate should include the Commission name, mission and terms of reference. Since 1994 this has been generally limited to the setting out of longer term goals for the Commissions rather than also defining objectives for the Intersessional Period. The mandates are more in the nature of organizational charters than giving clear direction for the work of the Commissions. Without more focused and term-limited objectives and expected results, together with reporting back to Council by objectives and results, it does not seem possible for Council to fulfill its own statutory duty to review the work of the Commissions.

The Review recommends that the mandates for the Intersessional Period 2005–2008 be restructured to include programme objectives and expected results for the four year period, and that these should be linked to targets and indicators in the Commissions' Strategic Plans for the Intersessional Period.

The Review also recommends that Commission Chairs report to Council and Congress using a common written reporting framework that responds to the need to report on results obtained against the four-year objectives. Council may wish to consider if in addition, the annual reports from the Commissions going to Congress should be consolidated and accompanied by an overview document from Council on the work of all the Commissions for the Intersessional Period.

## **Commission Leadership**

The selection of a Commission Chair is a very important decision for IUCN as it is the Chair who nominates the rest of the leadership, selects the Specialist Group Chairs and gives overall direction to the Commission. The Chair alone is entitled to act in the name of the Commission. Thus the Chair has sweeping powers. This has caused problems when Chairs have followed a personal agenda, or have been unable to carry out their duties for whatever reason. Some Commissions have gone leaderless for long periods of time and almost all activities have ground to a halt. The performance review of Chairs by the President will go some way to respond to these situations but in addition there is a need to ensure that the Deputy Chair can be given the authority to take over, that the Steering Committee have a responsibility to continue to manage the Commission and that the Council ensures that there is a functional leadership in place.

The work of a Chair is very demanding and requires 30–50% of his/her time or more. It is becoming increasingly difficult to find outstanding and willing candidates who fulfill the requirements and have the time available from their other commitments, as well

as the financial and administrative support of their institutions. This is particularly the case for candidates from the South. While all the Chairs are volunteers from the perspective of IUCN, in practice some are paid by other institutions for at least some of the time that they spend on Commission work, while others are not. The Review recommends that IUCN should help those Chairs who need such assistance to find financial support from a donor or member organization to cover their work for the Commission.

More generally we would recommend that the role of Chairs be re-examined in the light of new ideas about how knowledge networks work. In some respects, the top-down power structure of the Commissions seems the antithesis of networks that are innovative and maximizing the creativity of the members rather than just maximizing the work. When well performing models of innovative knowledge networks are going in the direction of more open systems, the Commissions have the look of a model from the past.

The Regional Vice-Chairs play a number of important roles. They act as a regional focal point for communications and liaison with regional members of the Commissions; they represent the work of the Commission in the region and mainstream relations with IUCN member organizations; and they identify opportunities and needs for volunteer involvement in conservation and sustainable development efforts on the ground. Depending on the Commission, they may also have a role to play in regional programming.

The Regional Vice-Chairs face two problems in carrying out their roles effectively. One is that most do not have efficient or updated databases on the Commission membership in their regions. The second is that they lack the resources to travel in their regions to organize members or to ensure necessary linkages with the IUCN Regional Programmes. Thus they lack the tools to make the links between member expertise, programme and projects, and the needs of IUCN member organizations and the Regional Offices.

## **Communications**

Networks run on good communications flowing from the leadership to the members, feedback from the members back up the system, and horizontal communications crisscrossing networks with ideas and information. The Commissions are not as effective as they should be in managing communications, particularly at the level above the Specialist Groups. While it is true that much of the work of the Commissions is done within the Specialist Groups, there could be more value-added at the level of the Commission as a whole.

More communication of ideas and sharing of work should take place between Commissions since much of the repositioning of IUCN to carry out its one Programme implies collaborative work across the

expertise and mandates of the Commissions. The trend to add to the membership of each Commission to respond to the need for interdisciplinary work rather than to establish joint Task Forces has led to a growth in the size of Commissions and the danger of duplication rather than cooperation.

Commission members are an important means by which the Commissions are linked to other knowledge networks since many are members of several international networks. Most still owe their main allegiance to their Commission.

## **Finances**

The Commissions receive core support from IUCN to pay for costs relating to the running and operations of the network through the Commission Operating Fund (COF). In addition they are actively raising funds for the programmes and projects of their Specialist Groups. Some Commissions and some Specialist Groups are better able to raise these programme funds than are others.

What should be a matter of concern for Council is that no one has a good overview of the donor funds being raised by the Specialist Groups in the name of IUCN or the Commissions – not the amounts, from what donors, or what institutions are administering them. This represents a reputational risk for IUCN that while it cannot be reduced to zero should be actively managed by a “due diligence” reporting process to systematically collate information from Specialist Groups. Knowing what funds are being implemented for the Mission of IUCN by its Specialist Groups would also provide a better measure of the total value of the Commissions to the Union.

## **Volunteer members**

The volunteer resources of the Commissions have long been recognised as one of their greatest strengths and quality of expertise has been a prime determinant of the decision to invite members to join a Commission. The increasing size of the Commissions and an apparent urge to increase membership raises questions about the selection process. For a knowledge network, size is less important than quality. It is important to maintain the Commissions as “major players in their field” and to ensure that the most outstanding experts do not migrate elsewhere.

Volunteer members value their Commission mainly for their access to new ideas and other experts, as well as enabling them to contribute to a larger enterprise that may also bring personal recognition. This is the value-proposition that the Commissions represent to their members and thus is what the Commissions must strive to provide. There are danger signals in the numbers of members who express frustration about lack of consultation from the leadership and a lack of opportunities to get more involved.

## **Programme Planning and Management**

The difficulties that the Review encountered in trying to assess how far the Commissions had carried out their workplans and delivered on their strategic plans reveal major inconsistencies between Commissions in their planning processes. At one level, this makes comparative analysis impossible. More seriously, it undermines the ability of Council and Congress to carry out their governance oversight of the Commissions. The Review recommends that there be put in place a more uniform and consistent approach to programme planning across all Commissions and that this process should be firmly anchored to the reporting process to Council.

Following the one Programme decision all Commissions are aligning their programmes and projects more firmly with the IUCN Programme and are trying to respond to the challenge of regionalization. However, in addition to the difficulties and resource constraints faced by the Regional Vice-Chairs, regional programming makes more sense for some Commissions than for others.

With the integration of the Commissions' work more formally into the IUCN Programme, it may now be an appropriate time for the Commissions to become part of the IUCN Monitoring and Evaluation system. This would provide for a systemic monitoring process and regular cycle of evaluations of both activities and outputs as well as the technical support of the Monitoring and Evaluation unit to help the Commissions learn from experience and identify successes.

The Commissions generally have not been very responsive to the IUCN Gender Policy although the implementation of gender perspectives is important to the work that the Commissions do, especially as they mainstream sustainable development and poverty reduction in their programmes. It is recommended that they take a more pro-active stance on developing tools and guidelines as well as developing their capacity to implement the IUCN Gender Policy.

## **Knowledge products and services**

The Commissions have made major contributions to the worldwide credibility and visibility of IUCN through the production and dissemination of their knowledge products and services, of which the best known is the SSC Red List. The Review found that the main drivers for producing these products and services are the motivations of the Commissions themselves. While this must be respected in a volunteer network, the views of the leadership should be complemented by more systematic processes for scanning the field – and the competition – and undertaking situation analyses, so that every product and service that IUCN invests in has a market that is well understood and accurately targeted. In other

words, the Commissions are generally producing good products and services but they could be more strategic about when, where and how to produce and deliver them. More attention should also be paid to the value that can be added to new or existing products and services by adapting their format for strategic purposes and by collaborating with other IUCN components that can add to the knowledge value chain, assist in regionalization and improve the articulation of knowledge management work with members.

The need to be more strategic and purposeful in prioritizing which products and services to produce relates also to giving more consideration to the cost-effectiveness of individual products, especially for the general distribution of hard copies to all members and in bulk to conferences and to IUCN Regional Offices. Dissemination strategies should be developed in conjunction with IUCN thematic programmes and Regional Offices to make more use of electronic formats, target influential user groups more deliberately and minimize waste.

While some Commissions have in place very good quality control mechanisms, this is not universally the case. Peer review and editorial control procedures differ from Commission to Commission and from product to product. At the same time, all products and services produced by the Commissions are seen by users to be backed by the IUCN "warranty" for quality and relevance. To make this public perception closer to reality, IUCN should reinstate systematic quality control and editorial review processes; and should provide guidelines for the Commissions to follow.

Commission strategic plans and workplans should pay greater attention to the whole planning cycle for products and services. Commissions can map their intended knowledge products and services, assess their place on the knowledge value chain, assign priorities based on known criteria and integrate their outputs into their overall strategic frameworks. A systematic monitoring process to inform planning should include tracking the use, influence and impact of outputs to determine whether their use actually leads to the intended changes.

## **A new social contract**

The agreement of the Commission Chairs to work together with the Secretariat on one IUCN Programme should be based on a clear understanding of the real comparative advantage of each party and a greater mutual respect for one another. Assuming that the Commissions do add value to the delivery of the Programme, they should not find that they must "fit into" a Programme that is largely drawn up by the Secretariat and driven by donors for the Secretariat to implement. This will mean that the timing of planning processes will need to be developed collaboratively with the Commissions and that Advisory Committees

to Programme also include or intersect with the relevant Commissions.

Going further, we see the need for a **new social contract** between IUCN and the Commissions that builds on the Son Loup Accords (1995, 1998) and the Bossey Agreement (2003). For increased accountability and greater commitment to work with the Secretariat to deliver the one Programme, the Commissions could expect more support from the Secretariat. In addition, one of the important roles for Commissions that is articulated both in the Statutes and in the operating principles of knowledge networks is that they should provide wise counsel and new ideas to IUCN within their areas of expertise. Thus the Commissions should not become simply another arm for delivering the Programme but should also both lead and challenge the directions in which it is heading.

### Future action

The Review does not recommend that any Commission be subject to an in-depth review before the World Conservation Congress in Bangkok.

Instead it proposes that over 2004–2005 the Commissions work with the Secretariat to undertake three cross-cutting reviews on:

- (1) What inputs IUCN needs from the social and economic sciences to mainstream poverty-environment;
- (2) How to develop more effective communications and knowledge management systems; and
- (3) How to position IUCN as the world leader in integrated assessments on ecosystems for human wellbeing.

These Reviews should build on the current initiatives underway in IUCN including the follow-up to the 3I-C Poverty and Livelihoods work, the Capacity Building Study, and the Knowledge Management Study.

### Main Recommendations

1. The statutory requirement for “terms of reference” in Commission mandates should be further elaborated to include:
  - i. Mission statement
  - ii. Goals for the Commission over the longer term
  - iii. Priority areas or themes
  - iv. Objectives for the Intersessional Period
  - v. Expected results for the Intersessional Period
  - vi. Structure and Organization
2. The Commission Chairs report to Council and Congress using a common written reporting framework and format that includes reporting results and achievements against objectives set in

their mandates and as elaborated in their Intersessional Plans and Annual Workplans.

3. The inputs of present and past Chairs and the Director General be sought to propose to Council a policy to provide adequate support to Commission Chairs to release their time from their work and provide administrative support as needed in particular circumstances. This should be linked to clear accountability for such funds. The purpose of the policy would be to help enlarge the pool of potential outstanding candidates willing and able to stand for election and should help improve geographic balance.

A policy paper should provide the rationale and sufficient background to the policy (including the role, functions and time requirements of the Chair’s role) so that donors might be encouraged to “endow” or otherwise support a Chair for the Intersessional Period.

4. The statutory role of Deputy Chair of Commissions should be reviewed to clarify his/her role in the absence, incapacitation or non-performance of the Chair.
5. Commissions examine the effectiveness and limitations of their current systems and technology for communications within and between Commissions, including their websites, in order to develop a new strategy and identify with the Secretariat the technology needed to strengthen their role as knowledge providers for IUCN, to increase the participation of individual members, and to further innovation, interdisciplinary work and cross-Commission collaboration.
6. Following an initial scoping exercise, a mechanism should be put in place within the Secretariat to support fundraising efforts by Commissions, to share and collate information, and to provide an annual overview of donor funds for all Commission activities, including all Specialist Groups. This mechanism might include a staff person to serve all Commissions as a Commission Resources Focal Point.
7. Commissions should be asked to produce an Intersessional Plan that sets measurable objectives and/or targets for the four-year period, and the results expected for each year. The Intersessional Plan and subsequent reports to Council and Congress on how it was implemented should identify the contributions of the Commissions both to the IUCN Programme, the Regional Programmes and to other aspects of IUCN’s Mission.
8. The Commissions establish a more formal process for monitoring and evaluation that is part of the



overall framework of IUCN's Monitoring and Evaluation system. For its part, the Secretariat would be asked to provide support to the Commissions to develop appropriate methods and criteria for assessing the Commissions as knowledge networks.

9. Commissions include in their Intersessional Plans and Annual Workplans specific objectives and expected results for strengthening the gender dimension in their programmes during the Intersessional Period 2005–2008 in order to implement the IUCN Policy on Gender adopted by Council in April 1998.
10. IUCN should undertake three reviews in 2004–2005 to strengthen its capacity for integrated work on poverty and the environment:

**Review of the social and economic sciences input needed for the IUCN Programme 2005–2008.** To report to Congress in November 2004.

**Review of the role of communications in knowledge management.** To be undertaken early in 2005.

**Review of integrated approaches to ecosystems and human well-being.** To be undertaken by December 2005.

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

## **Reports from the Chairs of Commissions**

**Action Requested:** The World Conservation Congress is requested to RECEIVE and CONSIDER the reports of the Chairs of the Commissions.

### **Background**

The intersessional reports from the Chairs of IUCN's Commissions for the period 2001-2004 are attached as follows:

- Commission on Ecosystem Management
- Commission on Education and Communication
- Commission on Environmental, Economic and Social Policy
- Commission on Environmental Law
- Species Survival Commission
- World Commission on Protected Areas

## Commission on Ecosystem Management

### Report 2001–2004

by the Chair, Hillary Masundire

#### 1. CEM/EMP outputs and outcomes at a glance

##### Integrating Ecosystem Management in the IUCN Programme

Commission on Ecosystem Management (CEM) membership grew from 220 members in 2001 to about 375. The Chair appointed Theme Leaders for the Ecosystem Approach, Ecosystem Restoration and Ecosystem Management Tools, who developed substantive programmes of work on these issues. The Regional Vice-Chairs collaborated actively with both IUCN members and Secretariat in the regions. This led to the improved integration of Ecosystem Management in a number of IUCN Regional Programmes.

The CEM website was revamped and has become an indispensable tool for keeping CEM members and Secretariat staff up-to-date with ongoing CEM/EMP activities, as well as providing the wider world with a window on the Commission's work (26,203 visits in 2003).

A monthly electronic newsletter, "Ecosystems", was launched in 2003 to provide CEM members with regular updates on the Ecosystem-related activities of the IUCN Secretariat as well as the CEM Regional Vice-Chairs and Team Leaders.

##### The International Arena

CEM/EMP helped to generate significant **political support for the Ecosystem Approach** through a number of targeted activities:

- Plenary contributions and side events on the Ecosystem Approach at the Convention on Biological Diversity (CBD) SBSTTA 9 and COP 7
- Plenary contribution at the United Nations Convention to Combat Desertification (UNCCD) COP 6 on the application of the Ecosystem Approach to dryland management
- Global Biodiversity Forum (GBF) workshops held to analyse the applicability of the Ecosystem Approach to forests (2002), wetlands (2002) and drylands (2003), in conjunction with meetings of the Parties to the CBD, the Ramsar Convention on Wetlands and the UNCCD respectively

- Futures Dialogue on Biodiversity Conservation in Drylands at the World Summit on Sustainable Development (2002)
- CEM members have been engaged as (co-ordinating) lead authors and reviewers for chapters of the Millennium Ecosystem Assessment since 2002.

These activities helped to bring about the adoption of decisions supportive of the Ecosystem Approach at CCD COP 6 (September 2003) and CBD COP 7 (February 2004) among others.

##### Publications

Anon. 2004. Ecosystem Management Brief. IUCN Gland and Cambridge.

Bennett, G. 2004. *Integrating Biodiversity Conservation and Sustainable Use: Lessons Learned from Ecological Networks*. IUCN Gland and Cambridge.

Gratzfeld, J. (ed.) 2003. "Extractive Industries in Arid and Semi-Arid Zones: Environmental Planning and Management", Ecosystem Management Series No. 1, IUCN Gland and Cambridge.

Lamb, D. et al. (forthcoming 2004). "Ten good Reasons for Restoration". IUCN Gland and Cambridge.

Shepherd, G. et al. (forthcoming 2004). "Applying the Ecosystem Approach, step by step". IUCN Gland and Cambridge.

Smith, R.D. and E. Maltby. 2003. *Using the Ecosystem Approach to Implement the Convention on Biological Diversity: Key Issues and Case Studies*. Ecosystem Management Series No. 2, IUCN Gland and Cambridge.

#### 2. Introduction

Following the withdrawal in 2001 of the Commission on Ecosystem Management (CEM) Chair elected at the Amman Congress, CEM became fully operational only in 2002, when Deputy Chair Dr Hillary Masundire assumed the Chair's position and the Ecosystem Management Programme had been established as a focal point in the Secretariat.

Most of 2002 was devoted to establishing basic institutional governance capacities and to fundraising. A CEM Steering Committee made up of twenty credible and committed Regional Vice-Chairs, Theme Leaders and IUCN global thematic programme heads was put in place. The CEM Steering Committee meeting agreed on five core priorities:

- Promoting understanding and operationalization of the principles of the **Ecosystem Approach**;
- Promoting understanding and application of cost effective **Ecosystem Restoration**;
- Development and testing of **Indicators of Ecosystem Status**;
- Development and communication of **Ecosystem Management Tools**; and
- Development of the Commission.

Arctic and Arid and Semi-Arid Lands strategic plans were submitted to and approved by Council. Arctic and Arid Lands Initiatives were launched. CEM and the World Commission on Protected Areas (WCPA) formed a joint Mountain Initiative Taskforce to advise and guide IUCN's work on mountains. A collaborative relationship was formed with the Society for Ecological Restoration International, to further the Commission's work on ecosystem restoration.

In 2003 the start of the DGIS-supported Ecosystem Approach project and the recruitment of a Junior Professional Officer (JPO) and part-time Programme Officer injected new vigour and resources into the work of the Ecosystem Management Programme (EMP) and Commission on Ecosystem Management (CEM). The new impetus provided by funding and new staff made it possible to deliver a number of concrete outputs, including two publications in the new IUCN Ecosystem Management series and significant contributions to international policy forums such as the Convention on Biological Diversity, the Convention to Combat Desertification and the V<sup>th</sup> World Parks Congress.

Whereas 2002 saw active collaboration mainly from the members of the CEM Steering Committee, in 2003 the wider membership became increasingly involved in CEM/EMP programmatic activity.

### 3. Progress

#### Knowledge

CEM/EMP made substantial contributions to the generation and dissemination of knowledge in relation to Key Result Areas (KRA) 1 and 2. The Ecosystem Management Series (EMS) was created as a launching platform for the knowledge generated. EMS No. 2, *Using the Ecosystem Approach to Implement the Convention on Biological Diversity*, was the culmination of the so-called Pathfinder process, which was started in the previous intersessional period in order to generate and disseminate practical guidance

for implementation of the Ecosystem Approach, endorsed by the Convention on Biological Diversity in 2000. EMS No. 1, *Extractive Industries in Arid and Semi-Arid Zones: Environmental Planning and Management*, was the result of an extensive review process instigated by a resolution adopted at the Amman Congress.

CEM/EMP organized three Global Biodiversity Forum (GBF) workshops to analyse the relevance and effectiveness of the principles of the Ecosystem Approach in different biomes: forests and wetlands in 2002; and drylands in 2003. Though endowed with limited resources, all workshops attracted significant developing country participation, thanks to scheduling around meetings of the Parties to international conventions: the Convention on Biological Diversity, the Ramsar Convention on Wetlands, and the United Nations Convention to Combat Desertification. The workshops confirmed the relevance of the Ecosystem Approach to biodiversity conservation and sustainable development efforts in all three biomes, and provided practical guidance for implementation to the Parties to the Conventions and to civil society stakeholders. Through the GBF workshops and through side events and interventions at the Convention meetings themselves, IUCN was influential in generating political endorsement for the Ecosystem Approach.

#### Empowerment

Most of the Commission's work during the period focused on the generation and dissemination of knowledge. However, a modest start was made with Empowerment activities through the partnerships formed for execution of Ecosystem Approach case studies in Panama and the Mekong.

#### Governance

CEM/EMP has steadily increased its profile in the international arena over the past three years and has provided substantive and influential inputs to both the Biodiversity and Desertification Conventions, as well as to other forums. The most important result was the generation of increased political support for the Ecosystem Approach, a major contribution to KRA 2, Result 7 (*Key biodiversity-related agreements are used to promote conservation as a result of IUCN's influence*).

The strategy to publish the first two instalments in the Ecosystem Management Series in collaboration with relevant Convention Secretariats, international organizations and scientific partners also paid off in terms of the exposure and endorsement received in the international policy arena.

#### Operations

Three years of continual assistance in rebuilding the Commission are showing their concrete outcomes under KRA 1, Result 7: *Strengthening of networks, working groups, partnerships and forums in support of*

*ecosystem management.* An effective governance system, including Commission by-laws, a *modus operandi* for the Steering Committee, and TOR and reporting requirements for its members, is now operational. The Commission's membership almost doubled over the period, and now stands at 375.

The CEM website was revamped and has become a tool for keeping CEM members up to date with ongoing CEM/EMP activities, as well as providing the wider world with a window on the Commission's work (26,203 visits in 2003).

A monthly electronic newsletter, "Ecosystems", was launched in 2003 to provide CEM members with regular updates on the Ecosystem related activities of the IUCN Secretariat as well as the CEM Regional Vice-Chairs and Team Leaders.

The Commission/Programme has five clear priorities: Ecosystem Approach, Ecosystem Restoration, Ecosystem Status, Ecosystem Management Tools, and Development of the Commission. It has obtained significant resources to work on the Ecosystem Approach and Development of the Commission, as well as some seed funding for Restoration. The capacity of the Programme is substantially augmented by the assignment of a Junior Professional Officer, also sponsored by The Netherlands, to the Ecosystem Management Programme.

The cooperative agreements developed with the Society for Ecological Restoration, the Society for Conservation Biology and the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) are proving an increasingly effective means of "growing" the Commission's scientific reach and capacity without generating huge numbers of new members and associated transaction costs.

Meetings of the Chair and Regional Vice-Chairs of the CEM with members and partners in many parts of the world have contributed to the visibility of the Commission.

EMP has facilitated CEM contributions to the Arctic and Arid Lands strategies and to the joint CEM/WCPA Mountains Initiative Taskforce, which was established to advise and guide IUCN's work on mountains.

#### **4. Conclusion**

CEM and EMP have made major strides forward since their re-start in 2002. The basic mechanisms allowing the Commission to function became operational in 2002. In 2003, CEM started to work with regional programmes and global thematic programmes other than EMP, an important step towards fulfilling the Commission's mandate, which cuts across many IUCN component programmes. A number of publications and contributions to international policy debates were influential in generating political support for the Ecosystem Approach among other things. In 2004, CEM's contributions to the 3<sup>rd</sup> World Conservation Congress, particularly those concerning the Ecosystem Approach and Restoration, are expected to put the Commission firmly back on the global conservation map.

## Commission on Education and Communication (CEC)

### Report 2001–2004 by the Chair, Denise Hamú

#### Introduction

The Commission on Education and Communication is an international body that champions the importance of education and communication as a policy and management instrument.

The Commission on Education and Communication has implemented its mandate, which was based on recommendations from the CEC external review in 1999 to:

1. Re-constitute and manage the Commission;
2. To enhance capacity of IUCN members, Commissions and IUCN staff in education and communication, managing knowledge and learning within organizations and in communities;
3. Support major Conventions through advocacy for effective management of communication and education;
4. Support the development of educational programmes for, and with, influential sectors.

#### Highlights in achieving the Commission's intersessional results within the Key Result Areas (KRAs) of the IUCN Programme

##### **Result: *Re-constitute, manage and fund CEC's work (KRA 7)***

The strategy and work programme 2000–2004 supported the IUCN Programme, building on the previous period's advocacy for strategic communication and capacity building in communication and education, particularly in relation to the environmental Conventions. The programme addressed the need to support the IUCN Programme in communication, education and knowledge management. CEC operated on a structure based on product groups and regions. Members were invited according to an expertise profile and all CEC members entered into the IUCN data base. As of December 2003, the Commission membership totalled 703, with 294 females and 409 males. The Commission has attempted to obtain a regional balance, however northern America, Oceania and West Asia are less well represented. The Commission uses e-mail to reach 90% of its members directly, with specialist lists for regions, language groups and product groups.

The CEC Chair instigated the Commission's strategic planning process in 2003 by first undertaking an external stakeholder review among members of the IUCN Secretariat, Council, donors and partners. Through a subsequent consultation process with the full Commission and Steering Committee, CEC came up with its strategic objectives in the framework of the IUCN Key Result Areas. The CEC *Business Plan 2005–2008* addresses how to build on strengths, overcome weaknesses and take advantage of opportunities.

From its core funds, IUCN provided an annual average of CHF 340,000 for the CEC secretariat to function (1.9 staff) and CHF 185,000 for the Commission Operation Fund. This is an annual total of CHF 525,000 from IUCN Programme funds of CHF 17,500,000, thus, annually 3% of IUCN core funds are directed towards the Commission's work. In general, the IUCN investment in CEC results in the generation of a similar amount of project funds, with an estimated CHF 5 million contributed in volunteer time.

##### **Result: *Major Conventions and international agreements relevant to IUCN's Programme are supported through advocacy for effective management of communication and education (KRA 2)***

CEC prepared a statement and participated in Preparatory Conferences advocating for education for sustainable development in the period leading up to the 2002 World Summit on Sustainable Development. As a result there was recognition of education in the Johannesburg Plan of Implementation. CEC has lent support to the promotion of the Decade on Education for Sustainable Development 2005–2014 – a WSSD proposed action – through an advocacy statement and UN interventions. To share knowledge, analyse the elements of education for sustainable development, and identify needs of stakeholders for further work, CEC had an e-list discussion group, produced a publication of case studies on *Education and Sustainability, Responding to the Global Challenge*, held a two-day workshop on "Engaging People in Sustainability", and has, in press, a publication by the same name.

CEC co-hosted, with the Spanish government, a European meeting on communication, education and awareness for climate change, which enabled governments to exchange their experiences and to

consider the implications of a work programme under the climate convention. The Commission contributed to revising the CEPA work programme for the Ramsar Convention on Wetlands, and supported the planning, facilitation and case studies presented in a Ramsar-organized workshop in the Global Biodiversity Forum in Valencia, 2002.

In the case of the Convention on Biological Diversity, CEC advocacy stimulated the Parties to set up a Consultative Group of Experts, led by the Convention Secretariat and UNESCO, to develop a Work Programme on Communication, Education and Public Awareness (CEPA) under the Convention on Biological Diversity. Commission members were active in this Consultative Group. For the Conference of the Parties VI (2002), CEC, in concert with UNESCO and the CBD Secretariat, developed an advocacy plan for the work programme including an IUCN policy brief, a video, a brochure "Mainstreaming Biodiversity – the role of communication, education and public awareness" and the Global Biodiversity Forum workshop. The Work Programme was adopted.

**Result: Enhance capacity of IUCN members, Commissions and IUCN staff in education and communication to manage knowledge and learning within organizations and in communities for ecosystem management (KRA 1)**

In its capacity development actions, CEC mobilizes knowledge from networks, applies this in training, mentoring and in developing tools and manuals and feeds back experience from these capacity development activities into its knowledge products.

*Developing knowledge on biodiversity education and communication*

Examples of drawing new knowledge include the Biodiversity Education and Public Awareness internet discourse (BEPA-on line) and expert meeting, in Egmont van Zee (Netherlands), held in partnership with the Dutch Inter Ministerial Programme on Sustainable Development. The Global Biodiversity Forum, in the Netherlands 2002, explored effective use of communication and education, the results from which were synthesised in a report. Knowledge on the role of communication in protected areas was gathered and synthesised during two regional expert workshops in West Asia and Latin America and at the V<sup>th</sup> IUCN World Parks Congress, and contributed to the publication (in press) *Communicating protected areas*.

*Empowering people with knowledge about how to communicate biodiversity Enabling Eco-action*, produced in collaboration with the Humane Society International and WWF, provides guidance for conservationists on how to involve people in conservation. CEC members held training workshops on how to plan and undertake strategic communication

with National Biodiversity Coordinators in Asia and trainers in West Asia. Manuals and readers were produced, drawing on CEC's work in Europe and Latin America. The fourth and final phase of the strategic communication project in Central Europe, undertaken in five countries, finished with an international workshop at the end of 2003. In the "learning by doing" approach of the project, government staff and protected areas staff were coached to work in more participatory ways with stakeholders. Lessons drawn from this capacity work are featured on the CEC website about planning communication, were presented at the Parks Congress and Trondheim Conference and in a brochure on "Conservation Results by Managing Change". In the spirit of learning and evaluation CEC organized an external review of the project.

In Mexico, protected areas communication specialists were trained using the CEC-produced manual *Ambiente y Desarrollo Sostenible – Herramientas de capacitación*. This trainers' manual was translated from Spanish into English, "Environment and Sustainable Development," and is being adapted for use in Eastern African. This provides an example of how CEC engages in global and south-south exchange of knowledge and experience.

A UNEP, GEF Environmental Citizenship project, in seven countries in Meso- and South America, has mobilized Commission member input to develop the capacity of teachers to address the issues of four environmental Conventions. This has involved preparing a manual for teachers and a trained group of CEC members charged with introducing the manual into the formal education systems in each of the countries.

**Result: Support the development of educational programmes for and with influential sectors – World Conservation Learning Network (KRA 1)**

Daily in the development sector decisions are made that affect biodiversity or ecosystem management. To target professionals making such decisions that impact on ecosystems, CEC is exploring the idea of a World Conservation Learning Network, involving universities and the IUCN constituency in preparing and delivering practical courses for professionals on the job. A pilot educational programme is being developed for water professionals on maintaining river flows to sustain nature, with the Water and Nature Initiative. Meanwhile marketing surveys are undertaken to assess the interests of potential users, partner institutions, and universities and government training institutions. A meeting of environmental deans from different parts of the world was used to gain institutional networking advice.

**Result: Enhance capacity of IUCN members, Commissions and IUCN staff in education and communication to manage knowledge and learning within organizations and in communities (KRA 6)**

CEC has provided services to advise on adult learning processes and communication with the Forest Programme on the issue of restoration and with the Commission on Ecosystem Species Survival Commission (SSC) on a training toolkit on Red List criteria for wetlands and with the World Commission on Protected Areas (WCPA) in Europe on protected area visitor centres and World Heritage training and made substantive input to the V<sup>th</sup> IUCN World Parks Congress.

At the regional level CEC worked on various forms of communication advice with the Mesoamerican, European, Asian, East African and South American regional programmes. In the South American region the Commission members are supporting the development of the region's projects and communication, in particular supporting communication on the economic valuation of forests. Various consultancies were undertaken by CEC members, supporting IUCN programmes, including the Vietnam PARC project, or working with governments as in the case of Brazil.

The strategic use of communication and media by CEC in the World Conservation Congress in Amman, 2000, and during the campaign at the Conference of the Parties VI in 2002 on the Biodiversity Communication (CEPA) work programme, created a demand from the Secretariat for CEC expertise. The Secretariat requested advice and services in corporate communication in preparation for the World Summit on Sustainable Development and the World Parks Congress on a communication strategy and event management. The CEC idea for an "IUCN tent" as a service centre for IUCN members led to setting up the IUCN Environment Centre in Johannesburg. The Commission also played an active role in the V<sup>th</sup> IUCN World Parks Congress, 2003, implementing a series of activities to demonstrate various means of communicating ideas within the Congress, including theatre, videos, training in communication and managing interactive processes. Management on "mainstreaming the Ecosystem Approach". Support was given to the IUCN poverty and conservation initiative. CEC worked with the

### **CEC Website**

The CEC website has been re-designed to provide access to knowledge on education for sustainable development education and biodiversity

communication. It provides tips, planning advice and checklists as well as CEC reports, Commission members' products, manuals, links to the Conventions and many other informative sites, and so forth. The CEC website is at [www.iucn.org/cec](http://www.iucn.org/cec).

### **Conclusions**

The Commission has been both a knowledge contributor to the IUCN Programme and provided services to other components of the programme. The ways in which CEC has done this include:

1. assisting government and protected area staff to be more effective in their use of strategic communication as a management instrument;
2. demonstrating ways of collecting, processing, and communicating knowledge;
3. advising IUCN programmes and Commissions on how to be more effective in communicating, conducting workshops and developing learning processes;
4. promoting Education for Sustainable Development;
5. contributing to the substantive work of the environmental Conventions in communication and education;
6. presenting a new idea for an institutional locus for learning to maximize the use of IUCN knowledge and enhance capacity in target groups in the development and conservation sectors;
7. contributing to the reputation of IUCN by advising on its events, such as the strategy for the World Summit, and broadening knowledge of IUCN's work in different networks;
8. providing a conduit to information for professionals in the field;
9. critically reviewing its own work and putting in place a strategy for the future.

### **Knowledge products highlights**

CEC knowledge outputs for the period number 52 in the form of publications, brochures, papers, advice and videos. Most are made available on the CEC website. As well, knowledge has been packaged for the website, such as the steps to plan communication. Of these products five are in Spanish and two in French. They are available on the CEC website ([www.iucn.org/cec](http://www.iucn.org/cec)), as is a full version of this report.



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

### Report 2001–2004 by the Chair, Dr Taghi Farvar

#### Introduction

The intersessional period of 2001–2004 has seen major changes on political, economic and environmental fronts throughout the world. The attack on the United States on 11 September 2001 defined the dawn of a new age of “war against terrorism” which is still far from accomplishing its aims. Enormous human, technological and financial resources are allocated to the cause but, so far, terrorism, including some state-sponsored forms, remains unabated. The wars in Afghanistan and Iraq have failed to bring stability to those countries, which, as many other societies throughout the world, continue to struggle over issues of governance, democracy and human rights. Governance is also facing serious challenges at the international level since the role of the United Nations has been importantly called into question. The international consensus is, in particular, still missing around action to reverse the trend of global climate change, which poses a momentous threat to the survival of biological diversity.

Issues of international trade have become even more prominent in the development policy dialogue. The stalemate of the Doha round of trade negotiations under the World Trade Organisation (WTO) and the breakdown of the WTO Conference in Cancun 2003 resulted in some renewed impetus to bilateral and regional trade agreements. Increasing political instability in the Persian Gulf has prompted new attention to oil-bearing regions of Africa and the Caspian Sea basin. The entering into force of the Cartagena Protocol on Biosafety, the negotiations on an international access and benefit sharing regime, and developments in CITES are advancing significant impacts on trade and biodiversity. While AIDS has become the catalyst for much-needed investment in public health, recent epizootic and epidemic outbreaks have called attention also to animal health as a crucial determinant of human security.

The United Nations Millennium Development Goals and the World Summit on Sustainable Development (WSSD) Plan of Implementation both provide new and important frameworks that ought to greatly influence the policy and practice of development. Meanwhile rural communities all over the world, despite encouraging instances of re-organization and empowerment, continue to lose ground to the forces of “development”, modernization and disenfranchisement of their resources. Poverty eradication has become the international all-encompassing buzzword, notwithstanding that the

global goals for both reduction of hunger and poverty have been revised downwards with respect to earlier and bolder targets. The real impact of the widespread interest on “poverty eradication” depends on the interpretation of the causes of the problems and the chosen avenues for solution. As the world seems slow to understand and act upon the connection among poverty, disrespect of human rights, environmental degradation, loss of bio-cultural diversity, violence and war... the possibility of seeing ahead just more of the same top-down “development” that feeds the better off and further marginalizes the weak and the poor is frighteningly real. Examples of action signalling change would include robust action for nuclear and non-nuclear disarmament, more widespread official support for international human rights instruments including the UN Draft Declaration on the Rights of Indigenous Peoples, broad ratification of ILO Convention 169, and more forthcoming and substantial support for the conservation of biodiversity.

#### Progress towards achieving results within the “Key Result Areas” (KRAs)

The situation briefly sketched above has presented on-going challenges for CEESP in understanding the implications for environmental conservation and sustainable development. During the current intersessional period the Commission has been nurturing initiatives on issues of poverty and biodiversity, governance of natural resources, trade and environment, and security and the environment. It has been articulating and consolidating lessons learned and advancing innovative ideas. And it has been striving to assist and support the Union in understanding key obstacles and opportunities and in developing appropriate initiatives and policies. Throughout, CEESP upheld processes and results that are explicitly leading to the IUCN vision of conservation with equity.

CEESP has adopted approaches that address all IUCN strategies of Knowledge, Empowerment, and Governance. Its work, however, is particularly relevant to *Social Equity* (KRA 2), *International Agreements, Processes and Institutions* (KRA 4) and *Ecosystems and Sustainable Livelihoods* (KRA 5).

The Collaborative Management Working Group (CMWG) and the joint CEESP-WCPA Theme on Indigenous and Local Communities, Equity and Protected Areas (TILCEPA) have been collaborating to build a powerful case for “governance of natural resources” as a crucial dimension in conservation and

for indigenous peoples and local communities as powerful agents for its achievement.

Co-Managed Protected Areas and Community-Conserved Areas have been articulated as pathways through which local rights can be advanced together with conservation values. In this sense CEESP has carried out a pioneer role, and identified concepts and issues that are now amply reflected in international discourse and policy. Examples are the *Durban Accord and Action Plan* and the *Recommendations of the V<sup>th</sup> IUCN World Parks Congress*, and the *CBD Programme of Work on Protected Areas*. In addition, equity and moral imperatives (“Do no harm!”) are starting to be perceived as a necessary complement to all conservation initiatives.

CMWG and TILCEPA have produced many documents, including several books in English, Spanish and French, several special issues of *Policy Matters* and other IUCN journals (such as two issues of *Parks* jointly produced with WCPA), *Briefing Notes* for SBSTTA and CBD, volumes of methods and tools, e.g. for the participatory evaluation of protected area governance, and even original theatre productions. Nine regional reviews of community involvement in conservation and several papers focusing on historical analysis have been generated and made available to members and the wider IUCN constituency. The groups have maintained a comprehensive website and greatly expanded the size and diversity of their respective memberships.

The relationship with IUCN regional offices has been maintained through member participation in events and the joint development of regional IUCN initiatives in Europe, West Africa, South Africa, Central Africa, Asia, the WESCANA region, Central America and the Caribbean, and South America. Interregional exchanges, such as visits and reports of members across the IUCN regional boundaries, have been specifically supported. The advocacy work of CMWG and TILCEPA has contributed to numerous policy results, not least Element No. 2 of the *CBD Programme of Work on Protected Areas*.

The Group on Environment, Trade and Investment (GETI) has been providing information and analysis on trade-biodiversity linkages through the publication of *BRIDGES Trade BioRes* (produced jointly with ICTSD) which focuses on issues at the intersection between trade and biological resources. The report is published fortnightly and includes special coverage of key events. It has contributed towards bridging the gap between the conservation community and the trade community. By the end of 2003, BioRes had 1,200 subscribers including trade delegates, representatives from the conservation community, IGOs, NGOs and academia.

Other GETI publications have been aiming at more in-depth analysis of key issues. Important linkages between trade regimes and biodiversity conservation were explored in the CEESP organ *Policy Matters* No. 11 “Trade, Environment and Investment: Cancun and Beyond” (September 2003). GETI also coordinated the publishing of the CEESP *Occasional Paper* No.1 “Natural Protected Areas and Social Marginalization in Mexico” which was launched in Durban.

GETI has focused on a programme to build capacity and the IUCN trade niche through projects to develop an IUCN trade policy agenda, dialogue sessions on globalization with equity at the WSSD, and, exploring the linkages between biodiversity and trade policies at the Global Biodiversity Forum No. 18 (parallel to the WTO meeting in Cancun). In 2004 the collaboration with IUCN Headquarters and Regional Offices is being further developed through special commentaries, analysing events and developments of priority to IUCN. This has begun with GETI participation in the Asia Regional Conservation Forum to contribute to defining Asia’s environmental priorities and actions for the next five years.

The Working Group on Sustainable Livelihoods (WGSL) has consistently dealt with community-based, equitable and sustainable management of natural resources, the generation of local wealth and the empowerment of local communities for their own social and cultural well-being. As articulated by the IUCN 3I-C Project on Sustainable Livelihoods and Poverty Eradication (in which CEESP was the lead Commission) and by the Global Biodiversity Forum prior to CBD COP 7 (which saw CEESP/WGSL as a co-organizer), poverty eradication can best be achieved through the full respect of human rights. Also crucial, the sustainable management of natural resources needs to be achieved at the level of the landscape or seascape, not just in isolated “patches” of protected land and natural resources.

WGSL has been championing approaches that integrate poverty eradication, the respect of human rights and the ecosystem perspective. It has done so both at the policy level – World Food Summit, WSSD, UN Convention to Combat Desertification, WPC, and CBD – and at the field level. One of the innovations it has nurtured is “bio-cultural connectivity”, a concept that fuses biological, socio-economic and cultural values in the landscape/seascape. On this, WGSL has maintained close contacts with the RING, a worldwide network of NGOs active in sustainable development policy, and offered support and guidance to a network of field “learning sites” from which appropriate lessons are drawn for policy and practice, ranging from Central Africa through West Asia to the Galapagos. The results of the WGSL’s work have been summarised in special issues of *Policy Matters* (Nos. 8, 10, 11, 12 and 13), *Briefing Notes* for CBD and video productions.

Among the “learning by doing” experiences of WGS� has been the “Conservation of the Asiatic Cheetah” Project in Iran. With support from GEF/UNDP and the Department of the Environment, the project has been working with local communities to understand and resolve human-wildlife conflict, and to build capacity in: 1) co-management of protected areas, wildlife and critical habitats; 2) community-conserved areas; and 3) sustainable livelihoods. Similarly, WGS� has supported the learning initiatives of a consortium of interests in nomadic pastoralism (including FAO, IIED, the Christensen Fund and various Iranian agencies and NGOs) as part of a pilot project for the Sustainable Livelihoods for Qashqai Pastoral Nomadic Peoples of southern Iran. Their dry land “non-equilibrium ecosystems” appear best managed by the traditional communities of mobile pastoralists, a fact recognised by the government through the legitimization of their Community Conserved Areas. Connecting the experiences of communities carefully managing dry land and other environments through mobile lifestyles, WGS� has played a key supportive role for the newly formed World Alliance of Mobile Indigenous Peoples (WAMIP) and helped it to develop understanding and advocacy initiatives on the conservation value of mobile livelihoods. Together with WAMIP, WGS� will be involved in the implementation of the forthcoming GEF/UNDP’s Global Pastoral Capacity Building Project.

Finally, WGS� has been active in eco-agriculture and the environmental impact of development technology. In collaboration with the Global IPM Facility in FAO, it has helped develop and obtain funding for a project on community-based non-chemical Integrated Production and Pest Management in the WESCANIA Region. Egypt, Jordan, Lebanon, Palestine, Iran and Afghanistan are setting up a network of learning sites in sustainable eco-agriculture. In the area of technology, a project launched in Johannesburg with support from the Rockefeller Foundation is underway to produce a revisited version of the classical 1972 volume *The Careless Technology – Ecology and International Development*. In collaboration with GETI, the group actively contributed to the debates on the IUCN issues paper on Biosafety in GMOs, and the IUCN policy initiative on the dialogue with the mining sector.

The group on Environment and Security (E&S) has worked to develop an understanding of, and greater recognition for, the links between conflict, disaster sensitivity and conservation practice. It is developing guidance on good practice for protected area management in conflict zones, and preparing an “adaptation toolkit” to help project managers harness conservation to reduce community vulnerability to climate hazards. Because the establishment of protected areas can undermine the livelihoods of affected communities, the E&S working group is

seeking to develop a methodology of Peace and Conflict Impact Assessment for protected areas, and especially for trans-boundary protected area conservation efforts in post-conflict settings.

E&S has been moving towards its objective of creating a global network of experts widely-recognised as a leading resource on these issues through expanding its membership and promoting member-led initiatives. It is also promoting the use of environmental management as a strategy for reducing insecurity in South Eastern Europe, Central Asia and the Caucasus. Collaboration with the IUCN Asia Regional Office has led to case studies on resource rights and conflict in Bangladesh, India, Nepal and Pakistan, with the aim of improving livelihood security through strengthening the rights of natural resource dependent communities to the resources on which their livelihoods are based.

To improve the role of business in conflict a proposal is being made of a framework through which more responsible private investment can be promoted in zones of potential or open conflict. E&S is stimulating debate on the interactions between finance and conflict, and on opportunities to improve financial institutions’ management of these interactions. Guidelines for conflict-sensitive practices in the extractive sectors are being developed with leading companies and conflict transformation partners.

## Conclusion

CEESP has played a very active role in calling attention to the linkages between conservation and crucial socio-economic and cultural concerns, such as livelihoods, human rights, poverty, fair governance, trade and security. It has championed a direct and straightforward link between field-based practice, the unique conservation capacities and livelihood concerns of indigenous peoples and local communities, and national and international policy. It has articulated insights, policy opportunities, initiatives, methods and tools on various topics and produced an extensive amount of professional literature and on-going exchanges. It has collaborated with IUCN Regional and Country Offices and the other components of the IUCN Programme for a variety of joint initiatives. It has livened and enriched the IUCN debates on numerous, often controversial, topics and contributed to making IUCN an active and well-respected player in the international arena. And, in its contributions to the governance of the Union, it has upheld the same values that it seeks to promote in conservation, such as pluralism, participation and transparency.

Moving from a situation in which the very existence of the Commission had been questioned, CEESP has demonstrated that it occupies a crucial niche in the IUCN family and is able to take care of unique roles. Strengthening and expanding the institutional and

financial support it enjoys within the Union will empower CEESP to help the Union even more effectively to respond to the changing social, economic and political climate throughout the world. The proposed new mandate of CEESP has been designed for both continuity and innovation with respect to the 2000–2004 period.

The most enduring challenge will remain CEESP's commitment to a direct connection between policies and local realities. Through CEESP, the voices of the most disadvantaged communities – their unique conservation capacities and their livelihood concerns – can continue to be taken into account in the IUCN Programme and beyond.

## Commission on Environmental Law

### Report 2001-2004

by the Chair, Nicolas A. Robinson

#### 1. Introduction

The Mission of the IUCN Commission on Environmental Law (CEL) is to advance environmental law through the development of legal concepts and instruments, and through building the capacity of societies to employ environmental law in furtherance of the IUCN Mission.

In the years 2001 to 2004, CEL has strived to work with members and partners to create robust knowledge networks, promote new ethical and legal concepts to further sustainability, build capacity in all regions, and promote the implementation of environmental law and policy.

This report provides highlights of the Commission's main accomplishments for the intersessional period. More detailed information about any of these activities is available from the CEL Secretariat, housed in Bonn, Germany, or from the IUCN Environmental Law Programme (ELP) website, [www.iucn.org/themes/law](http://www.iucn.org/themes/law).

#### 2. Emerging Issues

##### A. Energy and Climate Change

The Commission, through its Energy and Climate Specialist Group (SG), has made a valuable contribution towards giving meaning to the Johannesburg Plan of Implementation objective of working together at all levels to take actions to "improve access to reliable, affordable, economically viable, socially acceptable and environmentally sound energy services and resources." The Specialist Group has worked closely with the UN and UNDP on planning a set of regional briefings on the implementation of the World Energy Assessment.

The ground breaking IUCN publication *Energy Law and Sustainable Development* was released early in 2003. IUCN CEL and UNEP also agreed to collaborate with one another to develop an "Energy Law Handbook," to be published by UNEP in 2004.

A recent partnership by the IUCN Environmental Law Programme with the Renewable Energy and International Law Project (REILP) will involve the efforts of the Specialist Group. An immediate goal is making a major contribution to the International Renewable Energy Conference, to be hosted by the German Government in Bonn in June 2004.

##### B. IUCN Academy of Environmental Law

CEL has led the creation a new worldwide knowledge network, with the establishment of the IUCN Academy of Environmental Law. The concept was formally endorsed in 2000 by the IUCN membership at the Amman World Conservation Congress, with the detailed proposal being supported by the IUCN Council in December 2002. After several discussions, conferences and preparatory meetings, the Academy was launched in November 2003 in Shanghai, China. The launch was welcomed by the United Nations Secretary General, Kofi Annan, who commended CEL for both this initiative and its contribution to the implementation of Agenda 21.

The IUCN Academy's first annual Colloquium on "The Law of Energy for Sustainable Development" followed the launch and was hosted by the Shanghai Jiao Tong University. This event featured leading experts from across the globe who addressed the institutional, legal and policy challenges facing the world in improving access to reliable and affordable energy services, and included a detailed national and regional focus. Around 50 universities from 45 countries were represented in the event. The Annals from the Colloquium will be published by Cambridge University Press in 2004.

The Academy cooperates with the IUCN Environmental Law Programme but will eventually become an autonomous entity with its own juridical personality. It will have an annual conference on a specific topic of environmental law as well as an annual publication of the conference proceedings. The Academy's research and other programmes will be directed by the Academy Collegium, which had its first meeting in Shanghai, right after the Colloquium. The Collegium consists of representatives of each university member of the Academy. The members of the Collegium elect the Bureau of the Collegium, which functions as its executive committee. The Collegium agreed on having wide admission criteria and to hold workshops on capacity building on environmental law in developing countries. Provisional By-Laws for the regulation of the Academy's affairs and membership were circulated to all prospective universities interested in membership. The Collegium, meeting annually, will have its next meeting from 4 to 8 October 2004, in Nairobi, after the 2<sup>nd</sup> Colloquium on "Environmental Law and Land Use" being hosted by the University of Nairobi.

### C. Judiciary

In the past years CEL has supported a more active role for the judiciary in promoting sustainable development. It reached out to new regions of the world, while furthering efforts in regions where it had previously been involved. Through CEL, especially its Judiciary Specialist Group and the IUCN Environmental Law Centre (ELC), the ELP provided financial, “in kind” and substantive input to various meetings, including the following:

1. the UNEP Global Judge Symposium (18 to 20 August 2002, Johannesburg);
2. the first European judges symposium on environmental law (10 to 11 October 2002, London);
3. the first Conference on the Role of the Judiciary in the Development of Environmental Law in the Arab Region (26 to 28 October 2002, Kuwait);
4. the Rome Judges Symposium (9 to 10 May 2003);
5. the Symposium on Environmental Law for Judges of Central/Eastern Europe, Caucasus and Central Asia (16 to 17 May 2003, Lviv, Ukraine), where 15 Chief Justices and other senior judges from Supreme and Constitutional Courts from 11 countries of the region, together with other judges and experts from across the globe, met, the first meeting of its kind.

These meetings fostered ties among judges involved in environmental law work in these regions and promoted a rich exchange of ideas and experiences among them.

In addition, preparations are underway for the North American Regional Judges Conference on Environmental Law scheduled for 6 to 8 December 2004, at the New York State Judicial Institute, located at Pace University in New York.

Recognising CEL’s significant role in mobilizing the judiciary toward sustainable development, IUCN now finds itself involved in judicial symposiums worldwide. CEL continues to have an active role in developing the UNEP Judges Handbook, which will draw heavily on CEL’s expertise.

### D. Soils

The Specialist Group on Soils has been active on investigating the national and international dimensions of the legal protection of soils. After publishing “Legal and Institutional Frameworks for Sustainable Soils” and in keeping with the need for on-going development of self-help products for individual States to improve their domestic management of soils, the Specialist Group has now moved into a second stage of major document preparation with the “Guide to Drafting Soil Legislation.” This Guide is intended

to be used as a resource document that States can draw on to reform existing legislation to protect and manage soil, to set the direction to the drafting of new national legislation for the sustainable use of soil, and for the establishment or reform of associated institutions. The elements set out in the Guide take into account the key issues raised at WSSD in relation to poverty, food security and land degradation. It is expected that the Guide will be published in cooperation with the International Water Management Institute by the end of 2004.

In the past four years, members of the SG have published several articles and papers, and they have represented CEL in various meetings. They have been approached by UNEP for the preparation of a soil legislative guidance document aimed at helping countries develop a toolbox for the design and implementation of national legal frameworks for the management and control of desertification. The SG is collaborating with the Asian Development Bank (ADB) and the Ministry of Water Resources, People's Republic of China, on reform of the Chinese 1991 *Water and Soil Conservation Law*.

### E. Indigenous Peoples

The Specialist Group on Indigenous Peoples and Environmental Law was created in 2001 in order to carry out legal research and provide technical assistance and policy guidance with respect to the recognition of appropriate rights, interests, livelihoods and environments of indigenous peoples and local communities. In the past few years, the SG has identified capacity building priorities and further research priorities. Its members are engaged in various projects such as the protection of indigenous knowledge in the context of the Convention on Biological Diversity in Africa, the customary law of indigenous and marginalized people in Southern Africa relevant to sustainable development, the Organization of African Unity's (OAU) Model Law on Access to Biological Resources, types, operations and development of ethical protocols with indigenous peoples, traditional knowledge innovations and practices in the Pacific region, the Via Pacifica project on customary regimes and fresh water in the Pacific region and a follow-up to the case study prepared by Royal Commission of Canada on the Algonquins of Barriere Lake. The SG is also working on a project involving collaboration with the Forest Stewardship Council on the application of principles recognising the rights of Indigenous Peoples in certifications and the development of forestry standards.

The record of the SG establishes it as a uniquely qualified group to advance research in the area of customary law within the CEL and IUCN in order to promote the recognition of indigenous law as an effective system for environmental management.

#### F. Marine Protected Areas in the High Seas

Working in close conjunction with the IUCN Marine Programme, CEL and the ELC undertook the preparation of a basic legal study analysing the gaps in the overall regime of legal instruments addressing the issue of conservation and sustainable use of marine areas beyond national jurisdiction, as an input to a major expert conference on the high seas held in January 2003.

Several key issues of international law relating to the high-seas have been targeted for immediate attention by the newly formed Oceans Law and Governance Specialist Group of the Commission on Environmental Law, which participated in the expert legal workshop on “Improved Governance of the Mediterranean Seas” in March 2004.

#### G. Water and Wetlands

The Water and Wetlands Specialist Group was established in January 2002 in growing recognition of the importance of water and wetlands law. The group, which keeps growing, has promoted cross-Commission and cross-programme collaboration through the linkages it has established. Sub-groups have been created, dealing with such topics as environmental flows and property rights, the Helsinki Rules on the Uses of the Waters of International Rivers, and water law enforcement. The Chair of the Group was a co-editor of the highly-sought after publication, *Flow: The essentials of environmental flows*.

### **3. Capacity Building and Technical Assistance in National and Local Environmental Law Development**

#### A. “Centres of Excellence”

The IUCN ELP’s access to a global network of environmental resources was expanded during the years 2001 to 2004 to include more regional and thematic “centres of excellence.” In this period CEL has recognised independent centres in: Brazil (Law for a Green Planet Institute), Botswana (University of Botswana), China (Shanghai Jiao Tong University and the Research Institute for Environmental Law of Wuhan University), Costa Rica (University of Costa Rica), Kuwait (Arab Regional Centre for Environmental Law, University of Kuwait), Pakistan (Dr Parvez Hassan Centre for Environmental Law, Punjab University), Peru (Catholic University of Peru), Russia (EURASIA), South Africa (Mandela Institute, University of Witwatersrand and University of Natal), and the Ukraine (Ecopravo Lviv), resulting in a network of 13 centres in 11 countries. Memoranda of Understanding for future collaboration have been signed between the Commission and each centre.

The establishment of “centres of excellence” has helped promote not only Agenda 21 but also IUCN’s statutory objective to build alliances and expert networks for conservation. The collaboration between the ELP and the regional “centres of excellence” has built a network of institutions and experts on environmental law for the promotion of environmental law and sustainable development, in particular, in the region of each centre.

#### B. Publications and Materials for Reference and Capacity Building

In 2001, CEL members from China, Venezuela, Bangladesh and Nigeria contributed to the publication *Environmental Law in Developing Countries*, which examines selected environmental legal issues in the authors’ countries.

The Chair and Co-Chair of the Specialist Group on Sustainable Soils prepared *Legal and Institutional Frameworks for Sustainable Soils* published in 2002. The publication considers the treatment of soil-related issues in both international and national law, and draws conclusions on needs at both levels in this field.

In collaboration with the ADB, UNEP and the Asia-Pacific Centre for Environmental Law (APCEL), CEL launched the book *Capacity Building for Environmental Law in the Asian and Pacific Region: Approaches and Resources* in 2002. This pioneering work is aimed at providing universities, governments, the private sector and NGOs with the necessary tools and expertise to address environmental problems and develop laws to support sustainable development in the region.

CEL, through its member Linda Nowlan and with the support of the ELC released in 2002 *The Arctic Legal Regime for Environmental Protection*, a publication which describes the current Arctic environmental legal regime and discusses the possibility of negotiating a sustainability treaty for the Arctic.

*Towards a ‘Second Generation’ in Environmental Laws in the Asian and Pacific Region: Select Trends* was published in 2003. This pioneering work captures the provoking thoughts raised during the IUCN/Institute for Global Environmental Strategies/ADB symposium of the year before on how to achieve the improvement of the already existing laws and their effective implementation, and open the way to the second generation of environmental laws.

The Chair and Co-Chair of the CEL SG on Energy and Climate edited *Energy Law and Sustainable Development*, published in 2003. The book received excellent reviews from prominent people in the field of energy and sustainable development, such as the Executive Secretary of the UN Framework

Convention on Climate Change and the editor of the World Energy Assessment.

CEL, through the Chair of its Specialist Group on Water and Wetlands contributed to the publication *Flow: The essentials of environmental flows*. Published in 2003, it is a guide to an improved management regime of flows, which offers practical guidance on technical issues, such as assessment methods and infrastructural adaptation, and the economic, legal and political dimensions of establishing environmental flows.

CEL members also contributed to *An Explanatory Guide to the Cartagena Protocol on Biosafety*, which was prepared by the ELC with the Foundation for International Environmental Law and Development. The CEL Regional Vice-Chair for Eastern Europe checked the translation of the Guide into Russian.

#### **4. Information Technology**

##### **A. CEL Members' Portal**

The CEL Members' Portal, which has been developed by the ELC, assists the more than 950 CEL members to update their own contact and other details directly via the Internet. Through the Portal CEL members are now able to search for fellow members by region, country, CEL Specialist Group or nominated area of expertise.

##### **B. Judicial Portal**

The IUCN ELC designed the Judicial Portal and Forum with the assistance of the Chair of the CEL Judiciary Specialist Group as part of a joint initiative with UNEP. The Portal, also accessible via the IUCN ELP website, is the world's first Internet-based means to share environmental law judgments and information from around the world. Users can upload cases and other related documents to the Portal which will be accessible by all CEL members. Judges can communicate further on appropriate subjects on the Judicial Forum, a closed electronic mailing list.

##### **C. Homepage for UN Documents**

CEL has created a homepage ([www.intlawpol.org/un-doc.pdf](http://www.intlawpol.org/un-doc.pdf)) which lists recently released documents from the UN system according to subject areas. Each document will be listed for a period of two months and then replaced with other listings. This page has been linked to IUCN's page.

#### **5. Participation/Support to Development and Implementation of MEAs and New International Legal Instruments**

##### **A. Draft Earth Charter**

CEL, through its Ethics Specialist Group, has sought to advance understanding and implementation of the principles of the Earth Charter and to promote the role of the Earth Charter as a means to reflect the values of diverse cultures and address the pressing environmental and social issues of our age through numerous meetings and publications.

##### **B. Aarhus Convention**

During the first meeting of the Parties of the Aarhus Convention in Lucca, Italy in November 2002, the CEL Regional Vice-Chair for Eastern Europe, Prof. Svitlana Kravchenko was elected as one of the eight members of the Convention's Compliance Committee.

##### **C. World Heritage Convention (WHC) and New Protected Areas**

As one of the three advisory bodies specifically designated in the text of this Convention, IUCN has a unique role in the work of the WHC. Several CEL members provided substantive comments and legal advice on the proposed draft of the Revised Operational Guidelines of the World Heritage Convention.

CEL and the ELC contributed many speakers and participants to a workshop in Siena, Italy addressing key issues of implementation of the WHC.

In 2003, as part of its mandate to assist in the development of new legal concepts, CEL and the ELC undertook a project in conjunction with the Government of Tanzania to assist them in the legal implementation of their innovative concrete solution to the perennial question of how to compensate the communities surrounding a new protected area for their losses (of intangible usage, as well as tangible rights) within the area.

##### **D. African Convention**

The Revision of the African Convention for the Conservation of Nature and Natural Resources (the African Convention) was successfully completed within the triennium, with its adoption by the Heads of State and Government of the new African Union (AU) at their second summit in Maputo in July 2003. This was the culmination of a four-year process in which CEL, in partnership with the ELC, played a key role.



The new text succeeds in making the African Convention a most comprehensive and modern regional treaty on environment and natural resources conservation, and the first to deal with an array of sustainable development matters. It covers a wide spectrum of issues, including land and soil, water, and biological diversity conservation and sustainable use. It also addresses processes and activities which affect the environment and natural resources, as well as the relationships between natural resources and sustainable development. Moreover, it provides for procedural rights (to information, participation and access to justice, echoing Principle 10 of the Rio Declaration). Finally, it also requires cooperation whenever needed to implement the convention, and whenever transfrontier effects are likely to occur, and provides mechanisms to assist in its implementation, including an independent secretariat.

The revision is an important step in providing the African continent with a regional legal framework which is comprehensive in character, modern in its legal and environmental thinking, and fully attuned to the concept and reality of sustainable development. The future of the revision now depends on signature and ratification by the AU member States, which IUCN and its partners will help facilitate.

## 6. Participating in Congresses/Summits

### A. World Parks Congress

CEL members and members of the CEL Steering Committee actively participated in the Opening Plenary and numerous Workshop Sessions of the Vth IUCN World Parks Congress, held in Durban, South Africa in September 2003, which carried the theme "Benefits Beyond Boundaries." CEL and the ELC took the lead in organizing three particular sessions:

- a. A session held during the Governance Workshop on "Globalization and Decentralization and the Role of Legal Frameworks." This interactive session focused on the trends and tensions surrounding globalization and decentralization and how this manifests itself in the context of protected areas;
- b. A side meeting on "Recent Innovations with Protected Areas Law: A Comparative Analysis" was developed by the IUCN ELC in partnership with CEL members Professor Antonio Herman Benjamin and Professor Michael Kidd. This session focused on recent innovations in the field of protected areas law; and
- c. A side event to announce the launch of the new South African Water Law Centre of Excellence.

The Chair of the Commission also made a presentation on the African Convention at the Africa Day of the World Parks Congress.

### B. 3rd World Water Forum

At the 3<sup>rd</sup> World Water Forum held 16 to 23 March 2003 in Kyoto, the IUCN ELP through CEL and the ELC convened an international panel to discuss the importance of environmental flows to healthy river systems, the relationship of environmental flows to integrated water resources management, and to review *Flows: The essentials of environmental flows*. Additionally, CEL contributed to the IUCN ELP "IUCN Water Law Series" released at the Forum. These brief issue papers introduce the non-lawyer to the importance of the role of the law in integrated water resource management.

### C. 3<sup>rd</sup> International Symposium on Environmental Law

Several CEL members represented the IUCN ELP at the 3rd International Symposium on Environmental Law that took place in Madrid, Spain, in October 2002, focusing on environmental liability.

### D. WSSD

CEL co-sponsored a European meeting at Limoges, France, on preparations for WSSD in November, 2001.

The ELP was a convenor or co-sponsor of the three major law-related events that took place the week before WSSD, which became known as "Law Week." The outcomes of each conference were addressed at the IUCN Environment Centre during the "Futures Dialogue" session entitled: "Sustainable Development: What's Law Got To Do With It?" The consensus from this session was that there was a clear need to focus our collective efforts on implementation and on the need for a major commitment to, and investment in, capacity building.

CEL's "World Summit 2002: Environmental Law Foundations for Sustainable Development" conference attracted participants from over 20 nations. The Conference was held at the University of Natal, Pietermaritzburg, South Africa, and tackled key environmental issues to be addressed at WSSD. The Conference was co-sponsored by the University of Natal and UNEP, in cooperation with seven organizations, including the South African Journal of Environmental Law and Policy and the ELC.

IUCN CEL members and the Head of ELP each addressed the WSSD Parliamentarians for Global Action "Parliamentary Workshop on Clean Air and Water" on ways to effectively use the law to tackle the challenge of protecting air and water quality. The ELP also participated in the high level panel on "Making Water Governance Effective" at the WSSD Water Dome, organized by the Global Water Partnership.

E. United Nations General Assembly and Commission on Sustainable Development

CEL members assisted IUCN in fulfilling its roles as an Observer before the United Nations General Assembly (UNGA) by attending key sessions of the UNGA and the Commission on Sustainable Development (CSD), providing substantive input into documents submitted by IUCN to the UNGA and the CSD, and participating in discussions on strategies for effective participation at these meetings.

## **7. Structure and Organization**

CEL is governed by a Steering Committee of 15 members, composed of a vice-chair for each of the IUCN's regions, plus Mesoamerica, one thematic vice-chair on Indigenous Peoples Law, its past chairs and the Head of the ELP. The Steering Committee meets twice a year. Regional Vice-Chairs also hold meetings with members based in their region.

CEL has expanded to include in its family 950 members from 138 countries, attempting in the process to achieve gender balance in both the Steering Committee and in the general membership. CEL's secretariat is provided by the IUCN ELC in Bonn, Germany. Together, CEL and the ELC constitute the IUCN Environmental Law Programme. The Commission's goals, objectives and priority activities are outlined in its Mandate. In 2004, it developed with the ELC for the first time a joint Component Programme Plan for the next intersessional period.

## **8. Conclusion**

For the intersessional period of 2001 to 2004, Prof. Nicholas A. Robinson served as the Chair of the IUCN Commission on Environmental Law (for a second term). The IUCN Environmental Law Programme was headed by John Scanlon, who is also the Director of the IUCN Environmental Law Centre.

The years 2001 to 2004 have been highly successful years for CEL, during which it has collaborated through numerous partnerships to realize its mission, to progress implementation, generate knowledge on emerging issues, enhance the sharing of information and knowledge and create and empower new knowledge networks. It has established SGs of leading experts to address critical issues such as biodiversity, water and wetlands, oceans law and governance, and environmental law and human rights. These groups have engaged CEL membership more actively and forged close professional relationships with the ELC, other IUCN programmes, and with IUCN's own members that have legal expertise. The Commission has also taken bold steps to support the judiciary in implementing environmental law and policy and has continued to build capacity through several initiatives.

## World Commission on Protected Areas (WCPA)

### Report 2001–2004 by the Chair, Kenton R. Miller

#### Introduction

WCPA is IUCN's worldwide network of protected area experts. Its mission, as confirmed at the Amman World Conservation Congress in 2000, is: **to promote the establishment and effective management of a worldwide, representative network of terrestrial and marine protected areas.** In pursuing this mission, WCPA aims to become the world's recognised source of guidance, support and expertise on protected areas. The main area of focus for the Commission in the 2001–2004 period has been on the planning and implementation of the 2003 World Parks Congress. This report will briefly highlight key issues relevant to the World Parks Congress and then will outline additional achievements during the 2001–2004 period.

#### The World Parks Congress

The V<sup>th</sup> IUCN World Parks Congress (WPC) was held in Durban, South Africa, in September 2003. This was an IUCN event for which WCPA took the lead. The Congress was attended by over 3,000 delegates from 157 countries and represented the largest and most diverse gathering in history of those concerned with protected areas. Delegates assessed progress with protected areas over the period since the IV<sup>th</sup> Congress (Caracas, 1992) and identified key future issues. The Durban Congress delivered a number of key outcomes, including the Durban Accord and Action Plan, 32 Congress Recommendations, and a message to the Convention on Biological Diversity. Key issues noted by the World Parks Congress included:

- Considerable progress has been made in the establishment of protected areas but significant gaps remain. The Congress noted there are now more than 100,000 protected areas covering 18.8 million square kilometres or 11.5% of the global land surface. However, the congress also noted that, while the number of protected areas has tripled over the past 20 years, there remain serious gaps in coverage of many important species and ecosystems. Particular gaps highlighted by the Congress include the need to improve coverage, within the world's protected area system, of marine ecosystems, including on the high seas, as well as freshwater, lake ecosystems and grasslands.
- The Congress noted that protected areas face many challenges, particularly those associated with global change factors and that the management of these areas must be strengthened.

- The Congress noted the effectiveness of protected areas must be improved at all levels and that the management of many protected areas suffers from inadequate financial resources and limited management capacity.
- The Congress emphasised that protected areas are vital for both biodiversity conservation and sustainable development. The importance of protected areas in contributing to Millennium Development Goals, particularly relating to environmental sustainability and poverty alleviation, was emphasised.
- A clear and strong message from the Congress was that indigenous peoples and local communities have to be more effectively involved in protected areas, and that the rights of indigenous peoples have to be more appropriately respected.
- Protected areas require increased financial investment. The Congress noted that US\$20–30 Billion is required over the next 30 years to establish and maintain a comprehensive protected area system, including terrestrial, wetland, and marine ecosystems. Further, the Congress noted that only about 20% of the necessary resources were currently available, as at 2003.

The implementation of the outcomes from Durban will be a key future priority. Accordingly, emphasis will be placed on implementing Congress outcomes at regional, national and local levels as well as ensuring that Congress recommendations are mainstreamed into appropriate forums, particularly the Convention on Biological Diversity.

#### Other Activities and Achievements

##### Convention on Biological Diversity (CBD)

CBD COP7 (Kuala Lumpur, February, 2004) adopted a Programme of Work on Protected Areas (PoW). This Programme is target-driven and is one of the most ambitious in the history of the Convention. It sets clear targets including the establishment of a global network of comprehensive, representative and effectively managed protected area systems. Emphasis is placed on strengthening the management of protected areas and ensuring that the costs and benefits of protected areas are equitably shared. The PoW builds on and reinforces the results of the V<sup>th</sup> IUCN World Parks Congress (WPC) held in South Africa in 2003. The PoW will have major implications for the

future work and activities of IUCN/WCPA and will be integrated into the revised WCPA Strategic Plan.

### Strategic Focus

During the 2001–2004 period, a comprehensive strategic planning process was undertaken. This resulted in the WCPA Strategic Plan 2002–2012, which was adopted by the WCPA Steering Committee in late 2002. Membership input to the plan was ensured through a Commission-wide questionnaire and review of various drafts by the WCPA Steering Committee. The Strategic Plan outlined objectives and planned activities and focused the Commission on key areas relevant to the future of protected areas in 21<sup>st</sup> century. This strategic plan will be reviewed in the light of the implications of the World Parks Congress and the outcomes of the CBD COP7 relevant to Protected Areas.

### Development of WCPA as the World's Learning Network

During the 2001–2004 period, WCPA developed the Ecosystem, Protected Areas and People EPP project. This project is a key implementation mechanism for the WCPA Strategic Plan. It responds to the many threats and challenges facing the world's protected areas, which were graphically highlighted at the World Parks Congress. The EPP project aims to enable protected area managers to adapt their strategies, policies and practices to the threats and opportunities of global change. It is being implemented through a network of field learning sites, consultative and training workshops, reports and bulletins and technical workshop groups. During the period under review, a GEF grant was secured for the initial work on the EPP project and work commenced on project implementation and on the implementation of the Protected Areas Learning Network (PALNet). Important progress has been achieved in developing PALNet. A prototype of PALnet was recognised as an output of the World Parks Congress and subsequently has been mentioned as a capacity building tool in the proposed CBD Programme of Work on Protected Areas adopted at CBD/COP7.

### Implementation of WCPA 2001–2004 Mandate

The following points outline achievements in relation to points highlighted in the 2001–2004 WCPA Mandate:

- *Shaping the world's protected area agenda for the 21<sup>st</sup> century.* The major activity in relation to this area was the implementation of the V<sup>th</sup> World Parks Congress. This event was one of IUCN's major activities in the conservation area over the 2001-2004 period and it was implemented through WCPA. WCPA also invested considerable effort in relation to the Convention
- *Addressing Biomes of Global Concern.* WCPA continued to implement programmes relating to developing a global, representative system of **marine protected areas**. Work continued on implementing MPA projects in Samoa, Vietnam and Tanzania. In Samoa, support through the GEF enabled the implementation of an innovative and exciting community based marine protected area project. WCPA marine also led, together with the IUCN Marine Programme, IUCN's overall efforts towards achieving the WSSD targets, identified at the WSSD meeting in 2002 in Johannesburg, on the establishment of representative marine protected area systems that contribute to sustainable fisheries. In relation to **Mountains**, priority was given to providing focussed input to the International Year of Mountains in 2002 and on follow up to Chapter 13, Mountains, of Agenda 21. The Mountain Theme Programme co-sponsored a number of sustainable mountain meetings throughout the world, and continued to establish a strong and effective mountain protected area network, through the newsletter "Mountain Forum".
- *Connecting Protected Areas to Social and Economic Concerns.* During the 2001–2004 period considerable effort was placed on encouraging broader approaches to protected area planning, including the development of various corridor and trans-boundary initiatives. WCPA was involved in the development of guidance on "Trans-boundary Protected Areas for Peace and Cooperation" which established guidelines and a code of conduct for trans-boundary protected areas, as well as a range of other related initiatives.
- *People and Equity.* Considerable progress has been made in relation to indigenous peoples, local communities and protected areas. Work in this area has been spearheaded by a joint Inter-Commissional Theme Programme with CEESP on People and Equity. This joint theme programme has produced a range of practical tools and guidance on issues relating to this important topic and coordinated a range of activities at the World Parks Congress.
- *Saving the Crown Jewels: The World Heritage.* WCPA continued to contribute to the evaluation and monitoring of natural World Heritage sites. Particular effort was placed on supporting capacity building and fundraising initiatives for World Heritage sites and for encouraging the use of World Heritage sites as models to promote the

benefits of effective protected areas for biodiversity conservation and sustainable development.

- *Improving effectiveness of protected areas.* During the 2001–2004 period, a major project on assessing management effectiveness was implemented in a number of world heritage sites. This project aims to develop and apply the methodology pioneered by WCPA, which was outlined in the publication: *Evaluating Effectiveness: a Framework for Assessing the Management of Protected Areas*. There are a range of partnership initiatives with other organizations including the Nature Conservancy and WWF in relation to the application of a management effectiveness methodology. Work also continued in relation to the application of the IUCN Protected Area Category System, the system increasingly used and applied in many countries of the world in their national legislation and policy planning instruments. In this context PPA/WCPA is also involved in the IUCN/Cardiff University project oriented to assess the impact of the application of the IUCN System of Protected Areas Management Categories. This project will provide valuable information on the impact of the application of this system in national policy.
- *Regional Programmes.* A number of WCPA regional activities were initiated including a large number of preparatory regional meetings for the World Parks Congress. The Protected Areas Programme and WCPA has supported a number of regional level activities in IUCN Regional and Country Offices, including support for the development of a Regional Protected Areas programme in Asia.
- PPA/WCPA has continued to be involved in IUCN's work in relation to issues on mining and oil/gas in protected areas. This work has been related to the follow-up of Amman Resolution 2.82 *Protection and conservation of biological diversity of protected areas from the negative impacts of mining and exploration*.
- Another key achievement is the formation of the World Database on Protected Areas (WDPA) Consortium which was formally endorsed in the IUCN and UNEP Memorandum of Understanding on Global Biodiversity Conservation and Protected Areas, signed during the World Parks Congress. The WDPA Consortium has been fundamental in updating the UNEP-WCMC Database on Protected Areas which is essential for producing the UN List of Protected Areas. The 2003 version of the UN List was also launched at WPC. The WDPA Consortium is using advice received and information collected during WPC to prepare a new updated version of the database that will be distributed at the 3<sup>rd</sup> IUCN World Conservation Congress in November 2004.

## Species Survival Commission (SSC)

### Report 2001–2004 by the Chair, David Brackett

#### SSC Strategic Plan 2001–2010

During the 2001–2004 intersessional period, the Species Programme continued to work under the guidance of the SSC Strategic Plan, which is integral to the wider IUCN Programme. SSC's work is clearly linked to, and directed towards, the mission, goals and key result areas of the Union. SSC's goal statement forms one of the two IUCN Programme goals.

**Mandate:** SSC serves as the principal source of advice to the Union and its members on the technical aspects of species conservation. It seeks to mobilize action by the world conservation community for species conservation, in particular for those species threatened with extinction and those of importance for human welfare.

**Vision:** A world that values and conserves present levels of biodiversity.

**Goal:** The extinction crisis and massive loss in biodiversity are universally adopted as a shared responsibility, resulting in action to reduce this loss of diversity within species, among species and of ecosystems.

#### Objectives

1. Decisions and policies affecting biodiversity influenced by sound interdisciplinary scientific information.
2. Modes of production and consumption that promote the conservation of biodiversity adopted by users of natural resources.
3. Capacity increased to provide timely, innovative and practical solutions to conservation problems.

#### Programme Priorities 2001–2004

- Species Information Service development and implementation
- Development of indicators of the state of biodiversity through the Red List Programme
- Implementation of the Plant Conservation Programme
- Implementation of the Sustainable Use Initiative
- Implementation of the Wildlife Trade Programme
- Implementation of the Invasive Species Programme

#### Activities and Achievements

This report must begin with a special thanks to the Canadian Wildlife Service of Environment Canada, and the Centre for Applied Biodiversity Science in Conservation International. Without their support and

assistance over the past eight years and close to three years respectively, it would not have been possible to carry out the many, varied, and exciting tasks that come from being Chair of an IUCN Commission. Thank you.

**Specialist Groups** – The membership of SSC has grown from approximately 6,000 to nearly 8,000 during the 2001–2004 intersessional period. New Specialist Groups and Task Forces have been created to fill critical gaps in regional and global knowledge and technical expertise (such as trees, freshwater fish and invertebrates), and to address emerging priorities (such as climate change). The dedication and knowledge of the Specialist Groups and members are the foundation of SSC's work. This brief report will not attempt to do justice to the volume and quality of the contributions of each of the 120 Specialist Groups and Task Forces that make up SSC. Instead, an expanded issue of *Species*, the Commission's newsletter, prepared for release at this 3<sup>rd</sup> IUCN World Conservation Congress, is devoted to reporting on the activities and achievements of the Specialist Groups. We have also prepared a compendium of Specialist Group Intersessional Reports, available on CD.

This report highlights the collective activities and achievements of SSC that contribute to the Strategic Plan 2001–2010 and to the Programme priorities for 2001–2004.

#### 1. Influencing decisions and policies with scientific information

**IUCN Red List** – Updates to the *IUCN Red List of Threatened Species* were launched in 2002 and 2003 and generated wide media coverage. The 2003 update included a larger number of assessments and improved documentation for many species. Since the release of the 2002 Red List, more than 2,000 new entries were added and 380 taxa reassessed. For the first time, all Least Concern species, and complete lists of all mammal, conifer and cycad species were included. The IUCN Red List now includes 12,259 species threatened with extinction (falling into the Critically Endangered, Endangered or Vulnerable categories). A total of 762 plant and animal species are now recorded as Extinct with a further 58 known only in cultivation or captivity. In 2003, the focus was on island populations of native plants and animals that are being lost through the effects of invasive alien species, a major threat to global biodiversity. The Red List website and search facility have also been improved. For the 2004 Red List, a major analysis of the data is being carried out and complete global data sets for

birds, mammals and amphibians included. There has been good progress on developing and testing a Red List training package.

**Global Conservation Status Assessments** – SSC is developing the Red List as a tool for monitoring the status of global biodiversity through baseline assessment and regular re-assessment of groups of species as indicators of change in terrestrial, freshwater and marine biodiversity. This effort is enthusiastically welcomed by the global scientific community as a major contribution to biodiversity conservation priority-setting. Supported by the Biodiversity Assessment Initiative being carried out by SSC in collaboration with Conservation International and the Centre for Applied Biodiversity Science, a Global Amphibian Assessment (GAA) began in 2001. This is the first ever status assessment of the world's 5,000 amphibian species. Initial results indicate that amphibians are more threatened than birds or mammals. In the last decade, 20 amphibian species have become extinct while more than 200 species have declined.

The Global Mammal Assessment (GMA) began in 2003 drawing on the knowledge and expertise of SSC's mammal-related Specialist Groups and partner institutions. The goals of the assessment are to map the distribution and assess the conservation status of each species to establish global baselines for biodiversity monitoring and conservation planning. The GMA is expected to take two years to complete, but preliminary results will allow a comparative analysis of the conservation status of mammals, birds, and amphibians.

A Freshwater Biodiversity Assessment Programme has also been established to fill a significant gap in knowledge. Assessments carried out under this Programme are helping to reinforce links between SSC, the Species Programme, and IUCN's Regional and Country Offices. Records for endangered species indicate that freshwater biodiversity is more threatened than terrestrial. An emerging area of work for SSC's Freshwater Biodiversity Assessment Programme is the development of a methodology to identify critical sites for conservation of freshwater biodiversity.

**Species Information Service (SIS)** – Development and implementation of SSC's primary data management initiative has been a priority essential to expanding and using the Red List. The Access version of the SIS Data Entry Module is now in use by more than 30 Specialist Groups, particularly those involved in the global assessments for amphibians, mammals and freshwater biodiversity. The software tool is available for download from a central website. A User Manual has been generated for the SIS data entry module and this is available either in hard copy, or to download. The prototype web-accessible WESIS site has been updated with current information from the

Global Amphibian Assessment using data collected with the SIS data entry module, demonstrating how Red List assessment information can be uploaded to the web-accessible system. Oracle Systems (Rome) assisted with the protocol conversion, and valuable lessons were learned for the next version of the software tool. While funding remains a serious constraint, a new information package has been produced that articulates how SIS can meet the need for sound, interdisciplinary scientific information about biodiversity status, trends, and indicators within the private sector, international development institutions and international financial institutions.

**Plant Conservation Programme** – The Plants Programme has been closely involved with the development and implementation of the Convention on Biological Diversity (CBD) Global Strategy for Plant Conservation which was adopted in 2002. SSC is leading a global effort to address Strategy Target 2, "A preliminary assessment of the conservation status of all known plant species, at national, regional and international levels". SSC is also sharing the lead for Target 5, "Protection of 50% of the most important areas for plant diversity assured" with Plantlife International. SSC plant Specialist Groups are contributing to these and other targets of this Global Strategy. The Plants Programme has also made good progress on implementing the "Top 50" Plants Campaign, aimed at raising awareness of and undertaking conservation action for Critically Endangered plant species. With generous support from the MAVA Foundation, the first pilot project is being implemented by the Mediterranean Island Plant Specialist Group, covering activities in Corsica, the Balearic Islands, and Crete.

**Sustainable Use** – the Sustainable Use of Species and Ecosystems: Developing Tools for the Management of Living Wild Resources from a Quantitative Review of the Factors that Determine Sustainability is an initiative to investigate the linkages between economic, social and biological factors influencing the sustainable use of wild species. This project is being undertaken by the SSC Sustainable Use Specialist Group in partnership with the SSC Wildlife Trade Programme, IUCN's South American Regional Office, IUCN Asia Regional Office, TRAFFIC (the wildlife trade monitoring network), and the Durrell Institute of Conservation and Ecology.

**Wildlife Trade Programme** – SSC's Wildlife Trade Programme is part of a multi-partner project examining the conservation, development and trade impacts of application of the precautionary principle. This work aims to highlight the experiences and perspectives of developing countries and develop "best practice" guidance on the meaning and application of precaution in natural resource management and biodiversity conservation.

**Invasive Species** – SSC was central to IUCN’s activities for International Biodiversity Day in May 2001 with its theme “Biodiversity and Management of Invasive Alien Species”. Media activities focused on the booklet *100 of the World’s Worst Invasive Species* produced by SSC’s Invasive Species Specialist Group. Work of this Specialist Group in Europe and the Pacific has contributed to the implementation of regional approaches for alien invasive species – the adoption by the Standing Committee of the Bern Convention (on the conservation of European wildlife and natural habitats) of the European Strategy on Invasive Alien Species, and a declaration of a Plan of Action on Alien Invasive Species by Western Indian Ocean Island states.

**Freshwater Biodiversity Assessment Programme** – This SSC programme is developing methodologies for identifying priority areas for freshwater biodiversity assessment. A project supported by Wetlands International and DGIS (Netherlands) is enabling a regional biodiversity assessment of inland waters in East Africa, training in biodiversity data management, and applying the IUCN Red List Categories and Criteria to conservation status assessments. Work on building capacity to manage freshwater biodiversity is also underway in the Lower Mekong River Basin in Asia, in collaboration with the IUCN Asia Regional Office.

**Marine Biodiversity** – A new partnership between SSC and the Florida-based Perry Institute for Marine Science is examining extinction and endangerment of marine species.

### **Participation in Multilateral Environmental Agreements (MEAs)**

- **Convention on Biological Diversity (CBD):** In April 2002, the Global Strategy for Plant Conservation was adopted by the sixth CBD Conference of the Parties (COP 6). The work of the SSC Plant Conservation Committee, through the SSC Plant Conservation Programme, contributed significantly to this global initiative. In February 2004, COP 7 adopted the Principles and Guidelines for Sustainable Use of Biodiversity, in which IUCN’s Sustainable Use Initiative (now the Sustainable Use Specialist Group) has played a leading role. SSC’s work is more relevant than ever with the growing emphasis on the targets set by the World Summit on Sustainable Development and the CBD to “significantly reduce the rate of loss of biodiversity by 2010”.
- **Ramsar Convention and the CBD:** The Freshwater Biodiversity Programme contributes to the work of the CBD on inland waters and the joint work plan between CBD and the Ramsar Convention, allowing Ramsar Parties to identify new sites of international importance. Through

SSC and the Species Programme, IUCN is the lead organization for freshwater biodiversity within a partnership of conservation organizations including Conservation International, Birdlife International and Plantlife, aimed at identifying “Key Biodiversity Areas”.

- **Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES):** SSC, through the Wildlife Trade Programme and Specialist Groups, has a key role as technical advisor and contributor to the Plants and Animals Committee meetings of CITES. In 2002, SSC published the Occasional Paper *Guidance for CITES Scientific Authorities: Checklist to assist in making non-detriment findings for Appendix II exports*, and produced the booklet *CITES: A Conservation Tool*, which is now in its seventh edition, available in English, French and Spanish. Four IUCN/SSC/TRAFFIC briefing papers were produced: *CITES and marine fish*; *CITES and sharks*; *CITES and timber*; and *CITES and bushmeat*.
- **Convention on Migratory Species:** In 2002 the Convention on Migratory Species (CMS) adopted the IUCN Red List Categories and Criteria as a “decision support tool” when deciding on proposals to list species under Appendices I and II of the Convention. Together with the Species Programme, SSC leads IUCN’s collaboration with the Convention on Migratory Species (CMS).
- **Climate Change:** SSC established a climate Change Task Force to enhance understanding of how ongoing changes in the global climate may threaten plant and animal species, and determine how best this understanding may be incorporated into key policy arenas. Activities for this group include providing assistance on how best to incorporate global climate change impacts into assessments of species to be included in the Red List, raising the profile of likely impacts of global climate change on species within the Intergovernmental Panel on Climate Change, and establishing a network of scientists with expertise in this area of work.

**Policy documents and guidelines** – SSC Specialist Groups and Programmes have developed the following policy statements and technical guidelines on species-related issues during the 2001–2004 intersessional period:

- *Guidelines for Application of IUCN Red List Criteria at Regional Levels* (Version 3.0, 2003) are now available on the SSC website and published in three languages.



- IUCN Technical Guidelines on the Management of *Ex Situ* Populations for Conservation were approved by the IUCN Council in December 2002. These guidelines supersede the IUCN Policy Statement on Captive Breeding, and are available on the SSC website in IUCN's three official languages.
- Reintroduction of African elephants: in collaboration with the Re-introduction Specialist Group (RSG), the African Elephant Specialist Group has developed translocation guidelines specific to elephants. The RSG also worked with the Primate Specialist Group on producing primate reintroduction guidelines.
- Guidelines for the Reintroduction of Galliformes: best practice guidelines developed by the Reintroduction Specialist Group, the World Pheasant Association, and the SSC's five Galliformes (game birds) Specialist Groups.
- *Guidelines on the Conservation of Medicinal Plants*, published in 1993 by IUCN, WHO and WWF, are being revised through an international consultation undertaken by the Medicinal Plant Specialist Group and the Wildlife Trade Programme of SSC on behalf of IUCN, together with WHO, WWF and TRAFFIC.

## 2. Building Capacity and Partnerships

**Voluntarism Study** – In 2001 a Task Force of the SSC Executive Committee commissioned a study of voluntarism, recognising that the expansion of the Commission's work and membership is placing an ever greater burden of work and responsibility on its volunteer expert network. The study recommended Commission responses in structure and organization to better support and engage the membership, a need for more resources and capacity building, greater recognition of the contributions of the Commission members, and more effective communication about the work of SSC among Commission members. A summary of the major findings of this study are available on the SSC website.

**Shadow Resources Study** – In 2002, SSC commissioned a study of Specialist Group "shadow resources" – the funds that Specialist Groups raise for themselves, that do not appear in the IUCN budget. These are the resources that fundamentally support the work of the SSC network. The results of the study show the SSC network of Specialist Groups contribute more than USD 38 million in resources each year towards supporting SSC goals.

**Peter Scott Fund** – Work progressed on the establishment of the Peter Scott Fund for Conservation Action. The aim is to raise USD 1 million to allow the

allocation of small grants to Specialist Groups to carry out field-based conservation research and activities.

## 3. Communications

- *The Red Book: The Extinction Crisis Face to Face*. 2001. Published jointly by IUCN/SSC, CEMEX and Agrupación Sierra Madre, a Mexican conservation organization, *The Red Book* communicates the issues of extinction and conservation to many audiences. A portion of the proceeds of sales of the book supports the new SSC Peter Scott Fund.
- SSC 2003 *Directory and Information Resource* CD: information on contact and affiliation details of all SSC members as well as key documents such as policy statements. The resource is also used by other parts of the IUCN network as well as partner organizations.
- *Species*, the SSC newsletter, was redesigned and re-launched in 2001 as a more concise, news-based, and more effective primary news vehicle for the Commission, and has led to a greater flow of submissions from the network members.
- SSC website development: new policy statements were added, recent publications in pdf files, and current news releases.
- SSC E-bulletin: launched in January 2001, this monthly bulletin is a supplement to *Species*, informing staff, members and the wider IUCN network of SSC activities.
- Action plans: new SSC Action Plans during this intersessional period include:
  - *African Elephant Status Report*. IUCN/SSC African Elephant Specialist Group. 2002
  - *Dolphins, Whales and Porpoises: 2000–2010 Conservation Action Plan for the World's Cetaceans*. IUCN/SSC Cetacean Specialist Group. 2003
  - *Cycads. Status Survey and Conservation Action Plan*. IUCN/SSC Cycad Specialist Group. 2003
  - *West African Chimpanzees: Status Survey and Conservation Action Plan*. IUCN/SSC Primate Specialist Group and Centre for Applied Biodiversity Science, Conservation International. 2004.

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*The Bangladesh Sundarbans: a Photoreal Sojourn.* IUCN Bangladesh, 2001.

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*Challenge for Visitor Centres: Linking Local People, Visitors and Protected Areas.* Metsähallitus, 2001.

*Challenges to developing CBNRM and Effective Participatory Environmental Policy Processes in Zambia: Workshop Report.* IUCN Zambia, 2001.

*CITES: A Conservation Tool: a Guide to Amending the Appendices to the Convention on International Trade in Endangered Species of Wild Fauna and Flora, Prepared for the Twelfth Meeting of the Conference of the Parties, November 2002, Chile.* IUCN SSC, 2001. [Separate editions in French and Spanish]

*Collaborative Reef and Reef Fisheries Management in Tanga, Tanzania.* IUCN EARO, 2001.

*Co-Management of Natural Resources: Organising, Negotiating and Learning-by-Doing.* Kasperek Verlag, 2001. [Separate editions in French and Spanish]

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*Comunicación Efectiva para Involucrar Actores Clave en las Estrategias de Biodiversidad.* IUCN CEC, IUCN SUR, 2001.

*Conservation of Coastal and Marine Biodiversity in the Eastern African Region: Progress in Implementation of the Jakarta Mandate.* IUCN EARO, UNEP, 2001.

*Coral Bleaching and Marine Protected Areas: Proceedings of the Workshop on Mitigating Coral Bleaching Impact through MPA Design.* The Nature Conservancy, 2001.

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*A Critique of Transboundary Natural Resource Management in Southern Africa.* IUCN ROSA, 2001.

*Decision Time for Cloud Forests.* UNESCO, 2001. [Separate edition in Spanish]

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**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

## **Election of the IUCN President**

**Action Requested:** The World Conservation Congress is requested:

- a) to NOTE that Council has nominated Dr Parvez Hassan, Pakistan and Mr Mohammed Valli Moosa, South Africa as candidates for election as the next President of IUCN;
- b) to ELECT one of these two candidates to the Presidency of IUCN.

### **Background**

1. Article 27 of the IUCN Statutes provides that “The President, the Treasurer and the Chairs of the Commissions shall be elected by the World Conservation Congress on the nomination of the Council. Nominations for the President may also be made by forty members eligible to vote from at least three Regions, within the period prescribed in the Regulations.”
2. Regulation 32 further specifies “not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by members in Categories A and B. Nominations for President may also be made directly by members as provided for in the Statutes, provided that such nomination is received by the Director General not less than sixty days prior to the opening of the session of the World Congress.”
3. In September 2003, the Council appointed a Nominating Committee to assist in the selection process for the President, Treasurer and Commission Chairs, under the leadership of IUCN Vice President and Regional Councillor, Dr Dan Martin. Detailed terms of reference for the position, as revised and updated by the Council Nominating Committee, were circulated to members in November.
4. In accordance with the procedures set out in the Regulations to the IUCN Statutes, the Director General wrote to members of IUCN in Categories A and B on 1 October 2003 inviting their suggestions for persons the Council might nominate to the World Conservation Congress for the position of President of IUCN. In his letter, the Director General indicated that the current President, Ms Yolanda Kakabadse, having served two terms, would not be eligible under the Statutes for re-election.
5. The Council at its 60<sup>th</sup> Meeting on 29–31 March 2004, carefully considered the suggestions received from members and taking into account the recommendations of the Nominating Committee, decided to put forward the names of Dr Parvez Hassan, Pakistan and Mr Mohammed Valli Moosa, South Africa.
6. Biographical information on both candidates is attached for consideration by the World Conservation Congress.



# CURRICULUM VITAE

## DR PARVEZ HASSAN

### Personal

Name: Dr Parvez Hassan  
Nationality: Pakistan  
Date of birth: 30 September 1941

### Education

- Doctor of Laws, 1969, Harvard University
- Master of Laws, 1963, Yale University
- Bachelor of Laws, 1961, Punjab University
- Bachelor of Arts, 1959, Punjab University

### Professional Status and Experience

#### Current:

- Senior Partner, Hassan & Hassan (Advocates), Pakistan
- Advocate, Supreme Court and High Courts of Pakistan

#### Former:

- Associate, Sullivan & Cromwell, New York, N.Y. (1965-66)
- Associate, Covington & Burling, Washington, D.C. (1965)
- Associate, Satterlee, Warfield & Stephens, New York, N.Y. (1963)

### Brief Overview

Since 1977, Dr Parvez Hassan has dedicated a major part of his professional work to the conservation of nature and natural resources. He provides voluntary legal services ranging from the protection of the environment and human health in Pakistan, to building the strength of environmental law both nationally and regionally.

In Pakistan, he is renowned for his services, *pro bono publico*, to sustainable development, education, civic and charitable causes including child labour and children with learning disability. He is a founding member and governor of the Lahore University of Management Sciences (LUMS), Beaconhouse National University, Shaukat Khanum Cancer Hospital in Lahore and the Child Care Foundation, among other institutions. As a lawyer, he has represented citizens and NGOs to win landmark judicial decisions to establish the human right to a sound environment under the Constitution of Pakistan. The Government of Pakistan appointed him as a member of the Pakistan Environmental Protection Council, chaired by the President of Pakistan. The Government has also appointed him to chair the National Environmental Quality Standards-

Implementation Committee, and to chair a national committee on Trade and Environment. He earlier had drafted and encouraged Pakistan's Government to promulgate his nation's first environmental framework law, the Pakistan Environmental Protection Ordinance (1983), and later led the drafting and adoption of the Pakistan Environmental Protection Act, 1997.

The Supreme Court of Pakistan appointed Dr Hassan in 1994 to lead a Commission looking into the degradation of water quality in Khewra, caused by coal-mining activities and, in 2003, appointed him *amicus curiae* to assist it in the case involving the Karachi oil spill disaster. His success in the internationally acclaimed Shehla Zia judgment (1994) of the Supreme Court has spawned public interest environmental litigation in Pakistan. In 2003, the Lahore High Court, in two different cases, appointed him to chair two different judicial Commissions, the Lahore Solid Waste Management Commission, and an equally important Lahore Clean Air Commission. Dr Hassan is the President of the Pakistan Environmental Law Association (PELA) and maintains his own private law practice in Pakistan.

Globally, Dr Hassan has contributed enormously to the work of IUCN, first as a Regional Councillor from West Asia (1984-87) and then by twice being elected to Chair the IUCN Commission on Environmental Law, at the Union's General Assembly in Perth, 1990, and again in Buenos Aires, in 1993. IUCN's Council appointed him to serve as the Union's Legal Advisor, and he chaired the Council's Statutes Review Committee (SRC). Through the SRC, he led a successful three-year process to accomplish the first comprehensive revision of the IUCN Statutes and Regulations, and to meet with IUCN members in each region to acquaint them with the revisions, and then to secure the adoption of the revisions at the 1<sup>st</sup> IUCN World Conservation Congress in Montreal, in 1996.

On the international plane, Dr Hassan led the finalization of the IUCN Draft Covenant on Environment and Development which he helped launch at the Congress on Public International Law at the United Nations General Assembly on the 50<sup>th</sup> Anniversary of the UN in 1995. He was also instrumental in finalizing the drafting of the Earth Charter, and participated in the launch of the Earth Charter at The Peace Palace in The Hague in June of 2000. He was one of the original architects of the global Leadership in Environment and Development (LEAD) programme, serving four years on the international board of LEAD International. He is also the founder Chair of LEAD Pakistan. He served as an NGO delegate to the United Nations "Earth Summit"

(UNCED) in Rio de Janeiro in 1992, and to the UN World Summit on Sustainable Development (WSSD) in Johannesburg in 2002.

As a scholar, Dr Hassan continues to publish articles on environmental law and environmental stewardship. He serves on the editorial board of the Asia Pacific Journal of Environmental Law, and two other leading journals, and often provides commentary for newspapers.

Dr Hassan has, over the years, devoted over half his time, as a volunteer, to the service of IUCN and other environmental groups and causes at the national, regional and global level.

### **National and International Affiliations**

#### *National*

- Chairman, National Environmental Quality Standards Implementation Committee, Federal Ministry of Environment, Government of Pakistan, 2001 – present
- Chairman, Working Group on Trade and Environment, Federal Ministry of Commerce, Government of Pakistan, 2002 – present
- Chairman, National Committee on Environment, Conservation & Earth Sciences, Federal Ministry of Science and Technology, Government of Pakistan, 2002 – present
- Member, Advisory Committee on National Environmental Policy, Federal Ministry of Environment, 2003 – present
- Pioneered and led, over a quarter century, environmental protection and sustainable development issues in Pakistan
- Member, Pakistan Environmental Protection Council, 1989 – 1998
- Member, Pakistan Marine Pollution Control Board, 1994 – present
- Drafted the Pakistan Environmental Protection Ordinance, 1983
- Chair, IUCN Legal Panel that drafted the Pakistan Environmental Protection Act, 1997
- Member, several national preparatory committees for international environmental conferences
- Member/Chair/President of the governing bodies of LEAD Pakistan, WWF Pakistan, Sustainable Development Policy Institute (SDPI), Pakistan

Environmental Law Association (PELA), Child Care Foundation, and several national universities

- Teaching affiliations with several educational institutions

#### *Regional (Asia Pacific Region)*

- Member, Asia Pacific Forum on Environment and Development, 2001 – present
- Co-Chairman (with Ambassador Tommy Koh), Advisory Committee, Asia - Pacific Centre for Environmental Law, National University of Singapore, 1996 – present
- Editorial Advisory Board, Asia Pacific Journal of Environmental Law, Kluwer Law International, 1997 – present
- As a Consultant to UN ESCAP, Bangkok, prepared the pioneering studies “Status of Environmental Protection Legislation in the ESCAP Region” (1978) and “Institutional and Legislative Framework for Forestry Management in the ESCAP Region”, 1985
- Consultant to Asian Development Bank, Manila

#### *International*

- Member, Board of Directors, LEAD International, London, 1995 – 2001
- Governor, International Council on Environmental Law (Federal Republic of Germany), 1991 – present
- Member, UNEP (Montevideo III)

**International Awards and Honours** recognising outstanding services to the conservation cause

- Global 500 Roll of Honour by the United Nations Environment Programme, 1991
- Honorary Membership of IUCN – The World Conservation Union, 2000
- Elizabeth Haub Prize, 1998

The 7<sup>th</sup> International Conference on Environmental Law in Sao Paulo, Brazil, 2003, was held against the backdrop of “A Tribute to Parvez Hassan” and awarded a plaque “in recognition of his vision, leadership and commitment to a sustainable world.”

# CURRICULUM VITAE

## MOHAMMED VALLI MOOSA

### Personal

Name: Mohammed Valli Moosa  
Nationality: South Africa  
Date of Birth: 09 February 1957, Johannesburg, South Africa

### Education:

- B Sc Degree majoring in Mathematics and Physics (University of Durban-Westville, 1976-1978)
- University of London: Completed Course on Macroeconomics and Microeconomics offered as credits toward the postgraduate Diploma in Economics (1995)

### Professional Status and Experience

Minister of Environmental Affairs and Tourism of the Republic of South Africa (July 1999 to April 2004)

### Brief Overview

Mohammed Valli Moosa was appointed Minister of Environmental Affairs and Tourism of the Republic of South Africa on 17 July 1999. He has been an Executive Member of the United Democratic Front (UDF) since the 1980s (during which time he was imprisoned on four occasions by the apartheid regime, one of which lasted for 18 months) and has been a member of the National Executive Committee (NEC) of the African National Congress (ANC) since 1991. After being sworn in as a member of the South African Parliament's National Assembly in May 1994, Moosa held the positions of Minister of Provincial Affairs and Constitutional Development and that of Minister of Environmental Affairs and Tourism in the South African Cabinet from June 1996 to July 1999 and July 1999 to April 2004.

Moosa was one of the key negotiators of the African National Congress during the drafting of South Africa's new constitution and the country's transition to a new democratic order. He has won acclaim both in South Africa and abroad as a competent and insightful mediator, with sharply honed negotiation skills – especially during the Prep Com process leading to the successful World Summit on Sustainable Development held in Johannesburg, South Africa, in 2002 and the V<sup>th</sup> IUCN World Parks Congress in Durban in September 2003; both events

were held in South Africa largely due to his initiative and effort.

Moosa was responsible for securing South Africa's interest in a number of multilateral environmental agreements including the Kyoto Protocol on Climate Change, the Conventions on Biological Diversity and that on Desertification, the Bio-safety Protocol regulating the International Trade in Genetically Modified Organisms, the Basel Convention on the International Transport of Hazardous Waste and the International Agreement on the Conservation of Albatrosses and Petrels, to name but a few.

Moosa has, during his term in office as Minister of Environmental Affairs and Tourism in South Africa, elevated the profile of this portfolio to unprecedented levels that are recognised both in and outside of South African borders. He has overseen the largest expansion of South African National Parks in the history of conservation in South Africa and tourism has burgeoned under his leadership. South Africa has become the fastest growing tourism destination in the world for the second consecutive year running (2002 and 2003). Moosa has regulated the excessive use of plastic bags and other waste related matters during his term in office and instilled a general environmental consciousness with ordinary South African citizens across the board.

### National and International Positions

- Chairperson of the 11<sup>th</sup> United Nations Commission on Sustainable Development (CSD 11: 2002/3)
- Member of the UNEP Governing Council (1999-2004)
- Member of the African Ministerial Conference on the Environment (1999-2004)
- Member of the United Nations Environment Programme (UNEP) Global Ministerial Environment Forum
- Board Member of the South African Business Trust
- Board Member of the International Marketing Council of South Africa
- Chaired the Commonwealth Ministers of the Environment Forum in Cartagena, Colombia (2002)

### **Additional Activities**

As Minister of Environmental Affairs and Tourism for South Africa, he has also:

- undertaken a comprehensive reform of environmental legislation, including specific Bills on Biodiversity, Protected Areas, Air Quality and Environmental Impact Assessments amongst others;
- established an environmental compliance and enforcement capacity in the department and initiated the first environmental court in South Africa;
- led the process of establishing nine transfrontier parks between South Africa and neighbouring countries, including the Great Limpopo Transfrontier park with Mozambique and Zimbabwe;
- reorganized the system of fishing rights allocations and massively improved marine compliance and management of biodiversity;
- established six new marine protected areas along South Africa's coastline.

He has furthermore:

- served as member of the South African Constitutional Assembly and Chairperson of the UNCSD (2002-2003);
- organized and hosted the 2002 World Summit on Sustainable Development (WSSD) in Johannesburg;
- conducted the global negotiations on the Johannesburg Plan of Implementation;
- acted as global facilitator for the final negotiations on the Kyoto Protocol at the 7<sup>th</sup> Conference of the Parties held in Marrakech in 2001;
- organized and hosted the V<sup>th</sup> IUCN World Parks Congress in Durban, South Africa, in 2003 and conducted the global negotiations on the Durban Accord.

### **Other Interests**

Cycling, hiking, fly-fishing, listening to classical music and farming

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

**Election of the IUCN Treasurer**

**Action Requested:** The World Conservation Congress is requested to ELECT the Treasurer of IUCN.

**Background**

1. In accordance with the provisions of Regulation 30 to the IUCN Statutes, the Director General wrote to members on 1 October 2003 inviting them to submit nominations for the Treasurer of IUCN. The Director General indicated in his letter that the current Treasurer, Mr Claes de Dardel, having served two terms, was not eligible to stand for re-election at the Bangkok Congress.
2. In September 2003, the Council appointed a Nominating Committee to assist in the selection process for the President, Treasurer and Commission Chairs, under the leadership of IUCN Vice President and Regional Councillor

for North America and the Caribbean, Dr Dan Martin. The Committee revised and updated the Terms of Reference for the Treasurer of IUCN which were sent out to members by the Director General in November 2003.

3. The Council, at its 60<sup>th</sup> Meeting on 29-31 March 2004, on the recommendation of the Nominating Committee, decided to put forward the candidature of Mr Sven Sandström, Sweden, for election as Treasurer of IUCN. Mr Sandström has declared his willingness to serve if elected.
4. Biographical information on Mr Sandström is attached for consideration by the World Conservation Congress.

## CURRICULUM VITAE

### SVEN SANDSTRÖM

#### Personal

Date and place of birth: November 25, 1941 in Frostviken, Sweden.  
 Citizenship: Swedish  
 Languages: Swedish and English

#### Education

1961 Graduated from high school ("gymnasium"), Östersund, Sweden

1961-1962 Military service, infantry, in northern Sweden

1966 Civil Engineer, Royal Institute of Technology, Stockholm, Sweden

1967 Master of Business Administration, Stockholm School of Economics, Sweden

1968 B.A. in Computer Sciences, University of Stockholm, Sweden

1970 Dr.Sc., Royal Institute of Technology, Stockholm, Sweden

#### Professional Experience

2004- Coordinator and Chairman, Tenth Replenishment (2005-2007) of the African Development Fund of the African Development Bank, Tunis, Tunisia.

2003- Director, Secretariat, International Task Force on Global Public Goods, Stockholm, Sweden. Established in 2003 by France and Sweden to find better ways to address global issues (including environment, disease, knowledge, trade, peace and security, and financial stability). Will report by end-2005.

2002- Special Adviser (Development), European Commission, Brussels, Belgium, with focus on policy for EU development assistance.

2002- Board member: AES Corporation, USA. Also member of the Board's Audit Committee and Nominating and Governance Committee. International electric power company.

2002- Board member: Hifab-Gruppen AB, Sweden. International construction management company.

1981- Owner and operator of 0.3 MW hydro-power station in northern Sweden, eligible for renewable energy certificates.

1972-2001 World Bank, Washington, DC, USA:

1972-1981 Project Officer – transport, water supply and urban projects

1981-1986 Division Chief – urban and water supply projects, Asia and Africa

1986-1987 Assistant Projects Director, Eastern and Southern Africa

1987-1990 Country Director, Southern Africa

1990-1991 Director, Office of the President

1991-2001 Managing Director (with responsibility at various times for operations in all regions, financial policy and risk management, International Development Association, Board Chairmanship, etc.)

1969-1972 Research Associate, Harvard Business School and MIT, Cambridge, Mass., USA

1966-1968 Sevensco AB, Stockholm, Sweden. Construction management.

**IUCN - THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

## Election of the IUCN Regional Councillors

**Action Requested:** The World Conservation Congress is requested to:

- a) TAKE NOTE of the report of the Election Officer for the World Conservation Congress (Annex 1);
- b) CONFIRM the Election Officer's decisions as to the validity of certain nominations;
- c) ELECT Regional Councillors (up to three for each Region) from among the candidates listed in Annex 2.

### Background

1. In accordance with Articles 28 and 39 of the Statutes and Regulations 36 to 40, the Director General wrote to members of IUCN in Categories A and B by registered mail in November 2003, inviting nominations for candidates from their Region for election as Councillors.
2. The Regions defined in the Statutes are:
  - (a) Africa
  - (b) Meso and South America
  - (c) North America and the Caribbean
  - (d) South and East Asia
  - (e) West Asia
  - (f) Oceania
  - (g) East Europe, North and Central Asia
  - (h) West Europe

and the list of States belonging to each of the eight Regions is annexed hereto (Annex 3).
3. The 58<sup>th</sup> Meeting of the IUCN Council (2–4 June 2003) appointed Dr Antonio Machado, former IUCN Regional Councillor for West Europe, member of the Statutes Review Committee and long-serving member of IUCN's World Commission on Protected Areas, who is not a candidate for election, as Election Officer for the World Conservation Congress, Bangkok, Thailand, 2004. Dr Machado's report to the World Conservation Congress is attached at Annex 1.
4. The nomination form, distributed under cover of the Director General's letter to members, indicated that nominations for Regional Councillors were to be addressed to the Election Officer at the IUCN Secretariat for receipt not later than 27 February 2004. The Election Officer ruled that the date of receipt noted in the

Nominations Register by the Secretariat at Headquarters should be accepted as the only evidence of the actual date of reception.

5. In accordance with the Statutes, nominations for candidates from a Region for election as Regional Councillors must be made by five members eligible to vote or ten per cent of all such members in that Region, whichever is lower, in both cases drawn from more than one State.
6. The Election Officer reviewed the nominations received as at the deadline of 27 February 2004 and decided that there were insufficient nominations from the West Asia and Oceania Regions. The Election Officer therefore obtained the authority of the Council at its 60<sup>th</sup> Meeting on 29–31 March 2004 to extend the deadline for receipt of nominations from these two Regions, to 30 April 2004. IUCN members were duly informed in writing by the Director General.
7. The nominations contained in this paper reflect the situation as at 30 April 2004.
8. Annex 2 to this paper has been prepared by the Secretariat in accordance with instructions given by the Election Officer on the basis of his report. It lists, in alphabetical order, the candidates nominated for each Region and contains brief background information on each candidate.
9. The background information for each candidate is presented according to the headings laid out on the nomination form, namely current employment and position/title; experience in fields of concern to IUCN; and particular qualifications to be a Regional Councillor.

10. Regional Councillors elected by the World Conservation Congress will serve for the term extending from the close of the World Conservation Congress in Bangkok until the close of the next ordinary session of the Congress.

11. The election of Regional Councillors will be conducted in accordance with the Rules of Procedure of the World Conservation Congress.



## Election of IUCN Regional Councillors

### Report to the World Conservation Congress by the Election Officer

1. By 27 February 2004, the original deadline for receipt of nominations, a total of 27 candidates had been nominated. In view of the fact that only two nominations had been received for each of the West Asia and Oceania Regions, I requested and obtained the authority of Council at its 60<sup>th</sup> Meeting on 29–31 March 2004 to extend the deadline for receipt of nominations for these two regions until 30 April 2004. IUCN members in the West Asia and Oceania regions were informed by the Director General and additional copies of the nomination forms were circulated.
2. I have now reviewed the files from the Secretariat containing for each of the candidates for whom nominations were received by the initial deadline of 27 February 2004 and by the extended deadline of 30 April 2004 for the West Asia and Oceania regions, copies of:
  - (a) completed nomination forms or letters, telefaxes or emails of nomination;
  - (b) letters, telefaxes or signed nomination forms indicating willingness to serve if elected.
3. In appraising the validity of these proposals, I have not recommended any disqualification of a nomination on grounds of form or presentation. This is in accord with the approach adopted for previous sessions of the World Conservation Congress. The results of my consideration of the nominations in relation to each candidate, listed according to the Regions prescribed in Article 16 of the Statutes, are set out in the attachment to the paper. The candidates are listed in alphabetical order, starting at the letter “N” which was chosen at random.
4. For ease of reference, the substantive requirements for a valid nomination are summarised as follows:
  - (a) Nominator to be a current voting member of a Region;
  - (b) Nominee to be:
    - within the Region of the nominator;
    - a national of a State in the Region;
    - a resident of a State in the Region;
    - willing to serve if elected;
    - a candidate who has not held the same office consecutively for two full terms.
  - (c) Nominee must be nominated by five members eligible to vote or ten per cent of all voting members in the Region whichever is lower, in both cases drawn from more than one State (Regulation 38 to the IUCN Statutes).
  - (d) Nominations, in whatever form, must be received by the Secretariat by the date prescribed by the Council.
5. The number of nominations required per candidate per Region at the time of mailing the call for nominations was as set out in the table below:
6. Issues of form and presentation **not** invalidating a nomination include:
  - (a) unsigned forms of nomination (providing there was an accompanying signed letter from the member), including absence of undertaking to serve (provided that at least one of the nomination forms received for the candidate had been signed or was accompanied by a letter confirming willingness to stand);
  - (b) lack of biographical information (provided this information is received before the opening of the World Conservation Congress);
7. In his letter to members of November 2003, the Director General indicated that the validity of nominations was based on the payment of membership dues up to and including 2002.

<b>IUCN Regions</b>	<b>Number of members eligible to vote</b>	<b>Number of nominations required per candidate</b>
(a) Africa	102	5
(b) Meso and South America	90	5
(c) N. America and the Caribbean	72	5
(d) South and East Asia	72	5
(e) West Asia	38	4
(f) Oceania	32	3
(g) E. Europe, N. and Central Asia	39	4
(h) West Europe	241	5

8. Nonetheless, in accordance with Article 13(a) of the Statutes, any member who has submitted a nomination and still has outstanding dues for 2003, must settle these dues as soon as possible and in no case later than the opening of the World Conservation Congress, otherwise their nominations cannot be taken into consideration.

9. To comply with the Regulatory requirement to include the number of nominations received per validly nominated candidate, I have included a figure in brackets after each name in the list of candidates indicating the number of nominations received on or before the deadline date of 27 February 2004 or in the case of West Asia and Oceania, the extended deadline of 30 April 2004.

# **Attachment 1**

## **Nominations for Regional Councillors**

### **1. Position based on:**

- (a) Completed nomination forms or letters, telefaxes or e-mails of nomination.
- (b) Signed nomination forms or letters, telefaxes, or known intent of willingness to serve if elected.
- (c) Other communications with the Secretariat relating to the nominations.

### **2. Regions are as prescribed in Article 16 of the Statutes.**

#### **(a) Africa**

Vladimir Russo, Angola (7)	Nomination valid in every respect
Zohir Sekkal, Algeria (6)	Nomination valid in every respect
Amina Abdalla, Kenya (7)	Nomination valid in every respect
Amadou Ba, Senegal (9)	Nomination valid in every respect

#### **(b) Meso and South America**

Silvia Sánchez Huamán, Peru (8)	Nomination valid in every respect
Juan Marco Alvarez, El Salvador (6)	Nomination valid in every respect
Cláudio Carrera Maretti, Brazil (6)	Nomination valid in every respect

#### **(c) North America and the Caribbean**

George Rabb, USA (7)	Nomination valid in every respect
Richard Cellarius, USA (8)	Nomination valid in every respect
Lynn Holowesko, Bahamas (8)	Nomination valid in every respect
Huguette Labelle, Canada (5)	Nomination valid in every respect
Russell Mittermeier, USA (5)	Nomination valid in every respect

#### **(d) South and East Asia**

Monthip S. Tabucanon, Thailand (5)	Nomination valid in every respect
Mahfuz Ullah, Bangladesh (5)	Nomination valid in every respect
Nobutoshi Akao, Japan (8)	Nomination valid in every respect
Xingguo Han, China (5)	Nomination valid in every respect

**(e) West Asia**

Ali Darwish, Lebanon (5)	Nomination valid in every respect
Talal Al-Azimi, Kuwait (9)	Nomination valid in every respect
Abdulaziz Al-Mohanna, Saudi Arabia (5)	Nomination valid in every respect
Javed Jabbar, Pakistan (4)	Nomination valid in every respect

**(f) Oceania**

Christine Milne, Australia (7)	Nomination valid in every respect
Lionel Gibson, Fiji (3)	Nomination valid in every respect
Diana Rosemary Shand, New Zealand (5)	Nomination valid in every respect

**(g) East Europe, North and Central Asia**

Kalev Sepp, Estonia (7)	Nomination valid in every respect
Ivan Voloscuk, Slovakia (4)	Nomination valid in every respect
Alexey Yablokov, Russian Federation (5)	Nomination valid in every respect
Marija Zupancic-Vicar, Slovenia (6)	Nomination valid in every respect

**(h) West Europe**

Manfred Niekisch, Germany (9)	Nomination valid in every respect
Purificació Canals, Spain (9)	Nomination valid in every respect
Alistair Gammel, UK (9)	Nomination valid in every respect

**Notes**

1. The figures in brackets after the name of each candidate indicate the number of nominations received for the candidate.
2. Candidates are listed in alphabetical order of surnames within their Regions, starting at the letter “N” chosen at random (in accordance with Regulation 40).

## Background Information on Candidates for Election as Regional Councillors

### CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS - AFRICA

#### ABDALLA, Amina (Kenya)

##### Current employment and position title:

The Hon Amina Abdalla is a Member of Parliament in Kenya. She is the Opposition Spokeswoman and Shadow Minister for Culture, Social Services and Gender.

##### Experience in fields of concern to IUCN:

Amina Abdalla has extensive experience in conservation. She worked with IUCN as Programme Officer for over eight years and has particular experience of conservation in conflict areas which is of special interest to members in the region.

##### Particular qualifications to be a Regional Councillor:

Amina Abdalla understands IUCN policies, programmes and activities very well. As a member of Parliament she would be instrumental in articulating IUCN policies in the region and continent. She is the Shadow Minister for Culture, Social Services and Gender and being a young lady she would be a role model for women in the region and catalyse women's involvement in conservation.

#### BA, Amadou Tidiane (Senegal)

##### Current employment and position/title:

- Full Professor and Director of the Institute for Environmental Sciences
- Director of the Botany and Biodiversity Laboratory, Department of Plant Biology, Faculty of Sciences, Cheikh Anta Diop University, Dakar

##### Experience in fields of concern to IUCN:

- Professor of Botany, Biodiversity and Forest Ecology
- Author of the chapters on Biodiversity and Forest conservation of the National Environmental Action Plan for Senegal
- Coordinator of the team that drafted the Senegalese National Report on the Contribution of Education to Combating Drought and Desertification in the Sahel
- National Coordinator for the preparation of the:
  - National Report on Biodiversity 1998 (85 pages)
  - National Monograph on Biodiversity in Senegal and

- National Strategy for the Conservation of Biodiversity
- Coordinator of the study group that compiled the collection of higher endemic plant species and species protected by the Forestry Code for Senegal and CITES

##### Particular qualifications to be a Regional Councillor:

- Member of several national organizations (CONSERE, CE, CERES, LOCUSTOX, FNRAA, MAB) and international organizations (IUCN, CRESA, AGRHYMET, IDDRI), which set priorities and policies for the management of the environment and natural resources
- Excellent knowledge of the flora of Senegal and West Africa
- President of the Association of West African Botanists (ABAU)
- Specialist in biodiversity and Adviser to the Government
- Active participant in the National Committee of IUCN members
- Ability to work in French and English
- Chair of the IUCN Council Task Force that prepared the IUCN Global Thematic Programme on Arid and Semi-arid Areas (application of Resolution 2.3 – An IUCN Arid and Semi-Arid Lands Global Thematic Programme)

#### RUSSO, Vladimir (Angola)

##### Current employment and position:

- Environmental Educator and President of the Fiscal Board for the Ecological Youth of Angola (JEA)
- President of the Ecological Youth of Angola from 1995 to 2004
- Honorary Secretary of the Environmental Education Association of Southern Africa (EEASA) since 2002
- Member of the IUCN Commission on Education and Communication since 2002

##### Experience in fields of concern to IUCN:

- Vladimir Russo has a *cum laude* Masters in Environmental Education from Rhodes University (2002/2003) and an extensive knowledge of conservation and communication issues, especially "brown issues".
- He has managed training activities, professional development initiatives and environmental

education courses in all 14 Southern African Development Community countries.

- He has served as the editor of environmental newsletters for the Environmental Education Association of Southern Africa and the SADC Regional Environmental Education Programme and produced a number of environmental radio programmes.
- His recent career experience has included working as an Associate Programme Officer in the Division of Environmental Policy Implementation at UNEP Headquarters in Nairobi in 2004, developing environmental education policies for UNEP, supporting capacity development initiatives and programmes related to UNEP's areas of work and producing and editing environmental education and training publications.
- From January 2001 to December 2003, he was working with the Wildlife and Environment Society of South Africa for the SADC Regional Environmental Education Programme (REEP) as resource materials developer.
- From 1995–1997 he was responsible for the coordination of six projects on creating awareness of “Sustainable Development and Agenda 21” in which ministers, teachers, journalists, members of NGOs, students, businessmen and directors participated.
- He has presented papers at national and international forums and published articles and academic papers on a number of environmental topics. He has also written booklets on environmental issues and environmental education.

**Particular qualifications to be a Regional Councillor:**

- Broad international experience and extensive knowledge of conservation and communication issues.
- He has a background as an environmental journalist particularly for print and radio media.
- Keen interest in all aspects of environmental education and training, and fluent in Portuguese, English and Spanish.
- Good interpersonal skills and contacts with IUCN member organizations in the Southern African Region.
- Member of IUCN's Commission on Education and Communication and previous experience in working with IUCN members and partners.

**SEKKAL, Zohir (Algeria)**

**Current employment and position/title:**

- PhD in the physical sciences and Professor at the Algiers Science and Technology University
- Chair of the Mouvement Écologique Algérien (MEA)
- Member of the IUCN Council

**Experience in fields of concern to IUCN:**

- Founder of the Mouvement Écologique Algérien.
- Chair of the Mediterranean NGO Network for Ecology and Sustainable Development (MEDFORUM) until November 2001.
- Well informed about problems of interest to IUCN in the Mediterranean region, especially in North Africa.
- Since 1996, he has been involved with the Biodiversity Programme in North Africa for the rehabilitation of medicinal plants and their sustainable exploitation as a means for combating rural poverty and helping women.
- He leads the Forest Ecosystems Programme (ECOFOR) financed by the European Union and is participating with FAO in the project "Telefood" aimed at promoting awareness in primary schools about food problems by involving pupils in the production of vegetable crops and fruit at their schools and promoting awareness about nature conservation.
- He is launching a programme for investors in aquaculture in Algeria in order to ensure that this new activity takes into account its impact on the marine environment and natural resources and also regularly participates in training and awareness courses for rural extension agents in Algeria in order to make them aware of the problems of protecting biodiversity by providing information about the IUCN Programme.
- He has participated in the creation of a botanical garden in the region east of Algiers and created a pilot farm in the region of Sidi Bel Abbès in Western Algeria.
- He is author of a number of publications on environmental topics and has participated in many conferences on environment and development, including the IUCN General Assembly (Buenos Aires, January 1994), the World Conservation Congress (Montreal, October 1996), the World Conservation Congress (Amman, October 2000) and the V<sup>th</sup> IUCN World Parks Congress (Durban, September 2003).

**Particular qualifications to be a Regional Councillor:**

Good knowledge of the region and close contacts with member organizations. His mandate as an IUCN Regional Councillor since the World Conservation

Congress in Amman has enabled him to become very familiar with the problems of interest to IUCN in his region. A second mandate would allow him to achieve much more.

## **CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – MESO AND SOUTH AMERICA**

### **ALVAREZ, Juan Marco (El Salvador)**

#### **Current employment and position/title:**

Executive Director of SalvaNATURA

#### **Experience in fields of concern to IUCN:**

With almost 14 years of experience actively supporting the work of SalvaNATURA, Juan Marco Alvarez is one of the original founders of the organization which is considered one of the leading environmental NGOs in El Salvador and Central America.

During his first years with SalvaNATURA, he promoted the management and planning of protected areas and the development of a buffer zone for the natural area known as El Imposible National Park. Today, El Imposible is considered to be a model national park in El Salvador and is also one of the best-administered areas in Central America. In 1996, SalvaNATURA began activities for the protection of a second natural area: the Los Volcanes complex. In 2002 he obtained financing (US\$ 500,000) for managing the area for a trial period of five years, thanks to payment of the annual operating costs by a multiregional private-sector business. A pioneer strategic alliance was established at the regional level involving the private sector in support of national parks.

Since 1998, he has promoted the establishment within SalvaNATURA, of a department for certification of sustainable coffee through the certification programme of the Rainforest Alliance. So far, almost 20,000 hectares of coffee in El Salvador, Honduras, Nicaragua and southern Mexico have been certified. Since 1999, he has led SalvaNATURA towards implementation of projects related to the conservation of water as a resource: first with the development of the project "Acceso, Gestión y Uso del Agua" (Access to, Management and Use of Water) with funds from USAID, which introduced the idea of the integrated management of micro basins, and then with the IUCN Water and Nature Initiative, which is being carried out in the El Imposible-Barra de Santiago Basin. For several years, he has been promoting an innovative campaign involving trusteeships for protecting the main national parks in El Salvador with emphasis on the natural areas of El Imposible, El Jocotal Los Volcanes and Montecristi. Currently, he is the only

member from El Salvador on the IUCN World Commission on Protected Areas (WCPA) having been invited to become a member for the period 2001–2004.

#### **Particular qualifications to be a Regional Councillor:**

- He has more than 15 years of full-time involvement with nature conservation and sustainable development. In addition, he has the strong backing of his organization, which supports his candidacy as a Regional Councillor.
- He has been the representative of the NGOs in the environmental sector to the El Salvadorian National Council for Sustainable Development and was a member of the Consultative Council of the Ministry for the Environment and Natural Resources from 1997 until 1999.
- In the field of fundraising, he has given several presentations, seminars and courses in Latin America for The Nature Conservancy with its member NGOs from South America and Mexico.
- He was an instructor for the first post-graduate course in the management of non-profit organizations, organized by the American University and the Nicaraguan Centre for Development in Managua in 2001.
- He has a Master's degree in business administration with specialization in sustainable development from INCAE, Costa Rica in 1995.
- He is familiar with all the countries of Central America and the actors and main leaders in the NGO and private sectors, having promoted alliances with several private-sector groups and obtained unprecedented financial resources for the medium and long-term protection of national parks.
- He has published a book entitled "*Una Década de Medio Ambiente y Desarrollo Sostenible: Escritos para Impulsar un Mejor Futuro*" and will soon publish a second book entitled "*Lecciones en Recaudación de Fondos par ONGs. El Caso de SalvaNATURA*".
- He speaks, writes and reads English fluently and has a basic knowledge of French.

### **MARETTI, Cláudio Carrera (Brazil)**

#### **Current employment and position/title:**

- For WWF-Brazil (an IUCN member), he is responsible for coordination of the Protected Areas Programme and support to ARPA – one of the world's most important environmental conservation projects, with the goal of declaring and consolidating protected areas in 12 per cent of the Brazilian Amazon (50 million hectares).
- For IUCN, he is the Regional Vice-President of IUCN's World Commission on Protected Areas (WCPA) and member of the Commission on

Environmental, Economic and Social Policy (CEESP), and is currently participating in the Working Group on Collaborative Management of Natural Resources, among other responsibilities.

- For UNESCO, he participates in the group of regional experts evaluating the application of the World Heritage Convention in Latin America and the Caribbean.

#### **Experience in fields of concern to IUCN:**

- He has worked in environmental management–nature conservation and sustainable development – for more than 20 years. Among his most important areas of expertise are regional planning and protected areas and the participation of local communities.
- He has worked in various types of organizations, occupying management positions in governmental agencies, playing an active role in non-governmental organizations – as much in voluntary activities with local NGOs, as with long term work for larger organizations, and continues to work for international organizations including multilateral government bodies.
- He follows and participates in the evolution of the science, having obtained a Master's degree (M.Sc.) in regional environmental planning and a PhD with a focus on community-based land management in areas of interest to conservation. His diplomas were obtained from several institutes of the University of São Paulo, thereby broadening his perspectives and experience of topics, persons and organizations.
- Among the specific highlights of his career, in addition to his current office and functions, are his work with the Brazilian and São Paulo Coastal Management Programmes and his dedication to the sustainable development of the Ribeira Valley Region and especially his work with the Secretariat for the Environment of the State of São Paulo. He has been Director of the Foundation for Conservation and Forestry Production in the State of São Paulo and Coordinator of Management Plans for Protected Areas for the Forestry Institute (Instituto Florestal) of the same State.
- For IUCN, he has worked as a long-term consultant (five years) and coordinator for coastal planning and creation of the Bolama-Bijagos Archipelago Biosphere Reserve and national parks in Guinea-Bissau, West Africa. He has also been a consultant for the Galapagos Marine Reserve.

#### **Particular qualifications to be a Regional Councillor:**

- In addition to his international experience, he is very familiar with the work of IUCN, having worked with the Union for more than 15 years.

- He has experience and interest in defining policy, plans and work programmes and institutional management.
- He has international experience and has shown dedication to the work of coordination, representation and networking. He speaks English, Spanish, French and Guinea's dialect of Portuguese in addition to Portuguese.
- He believes in the IUCN model and is dedicated to promoting the work of IUCN in South America.
- Currently, he works for an IUCN member, and his organization attributes importance to his possible role as an IUCN Councillor.

#### **SÁNCHEZ HUAMÁN, Silvia (Peru)**

##### **Current employment and position/title:**

- Executive Director of the Peruvian Association for the Conservation of Nature.
- Coordinator of the Peruvian Committee for IUCN as representative of APECO.
- She is a member of the IUCN Commission on Education and Communication (CEC) and the Editorial Committee of the journal "Tópicos de Educación Ambiental" of the Mexican Secretariat of Environment and Natural Resources.

##### **Experience in fields of concern to IUCN:**

- Experience in working with communities located in the buffer zones of protected areas, on processes for the management of biodiversity and the protection of ecosystems.
- Broad experience with long and short-term strategies in the field of environmental education and communication.
- Experience in negotiations for the preparation and approval of Peru's National Biodiversity Strategy.
- International consultant in Latin America for the establishment of processes for formulating national biodiversity strategies in several countries.
- Broad participation in IUCN activities and the functioning of the Peruvian Committee for IUCN
- Currently, she is coordinator of the Peruvian Committee for IUCN.

##### **Particular qualifications to be a Regional Councillor:**

- Capacity to communicate with institutions which are IUCN members and with members of the different Commissions.
- Currently, she is the focal point in Peru for IUCN's Commission on Education and Communication and is the Coordinator in Peru of the "Programa Ciudadanía Ambiental Global" (Citizens Global Environment Programme), which is an international programme of the CEC



in seven Latin American countries, where she has demonstrated great capacity for dealing with complex tasks that require intense technical and political negotiations at the local level.

- Her role as an IUCN Regional Councillor has been greatly appreciated by IUCN members in the region.
- She has sufficient time to devote herself to the affairs of IUCN.
- She has demonstrated that she enjoys seeking consensus, and that by nature she is a person who seeks the opinions of all those involved when taking decisions which affect local communities.

## **CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – NORTH AMERICA AND THE CARIBBEAN**

### **CELLARIUS, Richard (USA)**

#### **Current employment and position/title:**

Emeritus Member of the Faculty and retired Director of the Graduate Program in Environmental Studies, The Evergreen State College, Olympia, WA, U.S.A.; Graduate Advisor in Environmental Studies, Master of Arts Program, Prescott College, Prescott, AZ, U.S.A.; Vice President for International Affairs, Sierra Club (volunteer position)

#### **Experience in fields of concern to IUCN:**

Dr Cellarius has a great deal of experience in environmental sciences, education, and policy, central concerns of IUCN. He has 35 years of college and university teaching and research experience in the natural sciences and environmental studies at the University of Michigan and The Evergreen State College, including teaching and supervision of graduate students in ecology, ecological physiology, plant physiology, alternative energy sources, and environmental policy, history and philosophy. He has experience in the development, implementation, management, and assessment of graduate curricula in biology and environmental studies. Dr Cellarius has been an active volunteer for over 35 years with the Sierra Club, one of the world's oldest and largest grassroots environmental organizations, including service as President, Director, Vice President for Research, Vice President for International Affairs, and chair of Publications and International Committees. Dr Cellarius was a member of IUCN's Commission on Environmental Strategy and Planning (CESP) and is currently a member of its successor the Commission on Environmental, Economic and Social Policy (CEESP) and its Working Group on Sustainable Livelihoods (WGSL). Dr Cellarius headed the Sierra Club's delegations at IUCN's 1990 General Assembly (Perth) and 2<sup>nd</sup> World Conservation Congress (Amman, 2000). He was a delegate to the 5<sup>th</sup> IUCN World Parks Congress (Durban, 2003) and NGO

registrant at the World Summit on Sustainable Development (Johannesburg, 2002). Dr Cellarius is also a member of IUCN's Working Group on Extractive Industries and Biodiversity. His professional memberships have included the American Institute of Biological Sciences, the National Association of Environmental Professionals, the Global Tomorrow Coalition, and the U.S. Association for the Club of Rome. A major focus of his professional and volunteer efforts has been the application of environmental knowledge and understanding to environmental decision making.

#### **Particular qualifications to be a Regional Councillor:**

Dr Cellarius will bring to the IUCN Council knowledge from a cumulative 30 years of active participation on governing boards of environmental organizations and professional research and teaching of environmental sciences. He has extensive knowledge in technical areas of concern to IUCN and of organizational management, including budget, financial management, investment and fundraising. He was a member-elected Director of the Sierra Club for 16 years, including two years as organizational President and 11 years on the Executive Committee. He also served as a Trustee of The Sierra Club Foundation for 14 years, including two years as Treasurer. Dr Cellarius was Director of a Graduate Program in Environmental Studies for four years and has been a member or chair of many academic and professional committees; he also served a term as President of the Northwest Scientific Association (USA). He has experience with IUCN and is familiar with its organization and activities, including those in Canada and the United States. As a result of his organizational experience, he understands appropriate staff-governing board relationships, the value of members, their needs, and their potential for contribution to the mission of the organization. He also understands the importance of applying ecological understanding to environmental decisions. In addition, Dr Cellarius has the interest, time and ability to strengthen the ties between IUCN and its member organizations in the North American region, particularly in the US

### **HOLLOWESKO, Lynn (Bahamas)**

#### **Current employment and position/title:**

Attorney-at-Law, Partner, Holowesko & Company, Nassau, Bahamas

#### **Experience in fields of concern to IUCN:**

- Bahamas Ambassador for the Environment (1995–2000)
- IUCN Regional Councillor (2000 – present)
- Chair, IUCN Council Task Force on Governance (2000 – present)

- Deputy Chair, IUCN World Commission on Protected Areas (1992–2000)
- Chair, Bahamas Environment, Science & Technology Commission (1995–2000)
- Co-Chair, United Nations Environment Programme, Panel of Experts on Environmental Law for the Montevideo Programme (1999–2000)
- Chair, Legal Drafting Committee for the UN Protocol on Biosafety
- Council Member, Ad Hoc Committee for the Protocol on Biosafety
- Bahamas Ambassador to the United Nation's Commission on Sustainable Development (1995–2000)
- Bahamas Administrator: Convention on Biological Diversity and head of delegation to Conference of the Parties (1995–2000)
- Bahamas Administrator: UN Framework Convention on Climate Change and head of delegation to Conference of the Parties (1995–2000)
- Board Member, Caribbean Natural Resources Institute (1991–1997)
- Bahamas head of delegation at Inter-American Development Bank Consultative Meeting on Development and Environment (1989–1993)
- Bahamas National Trust head of delegation at IUCN General Assemblies (1984–2000)

**Particular qualifications to be a Regional Councillor:**

- 30+ years volunteer work in environmental fields
- 15 years as President of National NGO (Bahamas National Trust)
- 5 years in Bahamas Diplomatic service
- 10 years in Bahamas Government sector
- Attorney-at-law, expertise – environmental law
- Self-employed with time available to serve as IUCN Councillor
- Highly respected, excellent international network of colleagues and advisors

**LABELLE, Huguette (Canada)**

**Current employment and position/title:**

Since 2000, Huguette Labelle has acted as one of three IUCN Regional Councillors for North America and the Caribbean. She is also currently Chancellor of the University of Ottawa, member of the Board of the International Institute for Sustainable Development, Commissioner of the World Commission on Globalization. Chair of the Asian Development Bank ADF negotiations and member of the Advisory Council for the Canadian Bureau for International Education.

**Experience in fields of concern to IUCN:**

Huguette Labelle:

- has years of experience in shaping Canada's international development assistance programme (as President of the Canadian International Development Agency) covering all aspects of international development, research, policy, and project management;
- has ensured that environment was a cornerstone of Canada's international assistance programme and that conservation initiatives and protected areas were important components of any strategy for sustainable development;
- is well versed in the sustainable development imperative (as member of the Board of Directors of the International Institute for Sustainable Development and as Commissioner of the World Commission on Globalization) and the need to ensure that all decision-making is based on the integration of environmental, social, and economic considerations.

**Particular qualifications to be a Regional Councillor:**

Huguette Labelle:

- has served as Regional Council for four years, during which time she has promoted the mission of the Union, fostered public awareness, acted as a conduit for information flow between Council and members, worked with dedication on Council matters, contributed to the development of IUCN's policies and priorities, and attended all Council meetings;
- has successfully held several very senior positions in the Government of Canada and been recognised nationally for her outstanding management of complex organizations;
- is equally well versed in the workings of international forums, including committees of the World Health Organization, the International Centre for Human Rights and Democratic Development;
- has experience with government, academic, private and voluntary sectors;
- has worked, both nationally and internationally, at ensuring the integration of environmental, social and economic values, across the spectrum of research policy development and practice;
- is highly regarded for her human resource management and negotiating skills;

- has a remarkable appetite and capacity for work; and
- is used to the demands, including travel requirements of international work.

### **MITTERMEIER, Russell (USA)**

#### **Current employment and position/title:**

President, Conservation International Foundation (1989 – present); Chairman, IUCN/SSC Primate Specialist Group (1979 – present); Member, Executive Committee, Species Survival Commission (ca.1985 – present).

#### **Experience in fields of concern to IUCN:**

Russell Mittermeier has worked with IUCN since 1974, at which time he became a member of the Species Survival Commission. He has chaired the Primate Specialist Group since 1977. Through the Primate Specialist Group, the first ever Action Plans were produced and the Group initiated the series “Occasional Papers of the SSC” as well as newsletters and a journal. Russell Mittermeier serves on the Executive Committee of the Freshwater Turtle and Tortoise Specialist Group and has served on a number of other groups. He has attended every IUCN General Assembly/World Conservation Congress since 1981; he was a member of the Programme Committee at the 1<sup>st</sup> IUCN World Conservation Congress in Montreal, a plenary keynote speaker at the V<sup>th</sup> IUCN World Parks Congress in Durban and a member of the Durban Accord Committee. His organization, Conservation International Foundation, is a major partner of IUCN.

#### **Particular qualifications to be a Regional Councillor:**

- Experience with IUCN going back to 1974
- Chair of the Primate Specialist Group since 1977
- Attended every General Assembly/World Conservation Congress since 1981
- Full time conservationist since 1971
- Long experience with the processes of IUCN

### **RABB, George (USA)**

#### **Current employment and position/title:**

President Emeritus, Chicago Zoological Society, Director Emeritus, Chicago Zoological Park, (Brookfield Zoo); Trustee, Chicago Zoological Society.

#### **Experience in fields of concern to IUCN:**

Director, Chicago Zoological Park, President Chicago Zoological Society (1976–2003); Deputy Director, Chicago Zoological Park (1969–1975); Associate Director, Research and Education (1964–1975);

Curator and Coordinator of Research, Chicago Zoological Society (1956–1964). Chair, American Zoo and Aquarium Association Policy Advisory Group (1974–1989), Chair (1989–1992) and Member of Board (1993–1997) of the International Species Information System (ISIS); Vice President, Fauna and Flora International (1998 to present); Trustee, Australian Landscape Trust (2001 to present).

His extensive experience in policy formulation includes working with the US State Department on Biological Diversity; the US Marine Mammal Commission on sustainability; the US National Research Council on declining amphibians; and with the World Bank on biodiversity policy for China.

He is a Member, Steering Committee, of the SSC Conservation Breeding Specialist Group; Board Member, SSC Declining Amphibian Population Task Force; Vice-Chair, Chicago Council on Biodiversity; President, Chicago Wilderness Magazine; and Chair of Board, Illinois State Museum.

He has authored and co-authored a wide range of scientific publications and is the recipient of a number of awards in recognition of his services to species conservation.

#### **Particular qualifications to be a Regional Councillor:**

College of Charleston: BS honours in Biology 1951; University of Michigan: MA in Zoology 1952; PhD in Zoology 1957.

Seven years previous experience, 1989–1996, as Chair of the Species Survival Commission, member of the IUCN Council and member of the Council’s Business Committee. He is currently Vice-Chair, Communications for SSC (since 1997). Well acquainted with conservation organization leaders in Washington, D.C. and currently serves on the Board of Defenders of Wildlife. Wide acquaintanceship among zoo and aquarium members of IUCN in North America and elsewhere. Travel and field experience in Australia, Bahaman Islands, Congo, Mexico, Surinam, Uganda, and various States in the United States.

### **CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – SOUTH AND EAST ASIA**

#### **AKAO, Nobutoshi (Japan)**

#### **Current employment and position/title:**

Secretary General, ASEAN-Japan Centre

#### **Experience in fields of concern to IUCN:**

Mr Nobutoshi Akao has over thirty years of experience in the fields of diplomacy, environmental

governance and trade, all areas of crucial importance to the fulfilment of IUCN's Mission. From 1991–1994, he served as Japan's Ambassador for Global Environmental Affairs. During this time, he was deeply involved in the UNCED process, and particularly the negotiations surrounding the Convention on Biological Diversity. Mr. Akao went on to serve as the Permanent Representative of Japan to the International Organizations in Vienna from 1994 to 1996, and in Geneva from 1996–1999. As such, he has a strong working knowledge of many of the key organizations with which IUCN has important relationships, including the World Trade Organization. Mr Akao was elected as a South and East Asia Regional Councillor of IUCN in 2000, and has made great efforts to achieve IUCN's Mission of creating “a just world that values and conserves nature” and promoting the principles of Sustainable Development, Sustainable Use and Conservation. Mr Akao has also written many books and articles on environment and trade, including “An Agenda for Sustainable Development 1993, in Japanese).

**Particular qualifications to be a Regional Councillor:**

Mr Nobutoshi Akao is knowledgeable in a number of IUCN's key areas of work, has strong leadership skills in international environmental negotiating forums, and is deeply knowledgeable about IUCN as an organization.

Mr Akao is particularly well versed in the areas of trade in endangered species, wetlands conservation, and climate change. He was involved in the 8th and 10th Conferences of the Parties, as well as the Standing Committee of CITES (1992; 1994–1999); the 5<sup>th</sup> Conference of the Parties to the Ramsar Convention in 1993; and the Intergovernmental Negotiating Committee for the Framework Convention on Climate Change from 1991–1994.

Mr Akao chaired the 8<sup>th</sup> Conference of the Parties to CITES in 1992, chaired the Standing Committee of CITES from 1994–1996; and served as co-Chair of Working Group 1 (later 2) of the UN International Negotiating Committee for the UNFCCC from 1991–1995.

Mr Akao attended IUCN's 19<sup>th</sup> General Assembly in Buenos Aires in 1994 (as an observer and panellist) and also served as a panellist at IUCN's 50<sup>th</sup> Anniversary celebrations in Fontainebleau in 1998.

Mr Akao has served as a South and East Asia Regional Councillor of IUCN since 2000.

**HAN, Xingguo (China)**

**Current employment and position/title:**

Director, Principal Investigator and Professor of the Institute of Botany, Chinese Academy of Sciences, Beijing, China

**Experience in fields of concern to IUCN:**

IUCN Regional Councillor for South and East Asia (2000 – present)

**Particular qualifications to be a Regional Councillor:**

After being elected as Regional Councillor at the Amman World Conservation Congress in 2000, Dr Han has demonstrated his keen dedication to his work. He also serves as the Chair of the Human Resources Policy Committee of the IUCN Council. He understands exactly the goals and strategies of IUCN in respect of the East Asian Region as well as those specific to China and has been conscientious in forwarding IUCN's conservation cause on the world stage. On return from IUCN Headquarters/Regional Meetings, Dr Han often disseminates the IUCN message and makes visits throughout the region, especially China and Mongolia, and some times to Thailand and Sri Lanka. Subsequent conservation activities in China are good examples of his excellent work. For example, with the assistance of Dr Han and the Asian Regional Office (Bangkok), IUCN membership in China has been increased and communication amongst its members greatly strengthened in the past three years. Three members' meetings have been held in China over the past three years, greatly promoting IUCN's activities in China, notably its Biodiversity Programme, its membership policy and strategy in China and in Asia. It can be said that as a result of Dr Han's (and his IUCN colleagues) activities, IUCN has become more widely know in China, and China has become a hotspot country for IUCN's regional activities.

With the experience already gained, Dr Han can continue to enhance IUCN's Mission, if he is given the opportunity to serve IUCN as a Regional Councillor for a second mandate.

**TABUCANON, Monthip Sriratana (Thailand)**

**Current employment and position/title:**

Director General, Department of Environmental Quality Promotion, Ministry of Natural Resources and Environment, Thailand

**Experience in fields of concern to IUCN:**

Dr Monthip Sriratana Tabucanon has extensive professional experience in the field of nature conservation and environmental management. Her postgraduate education in environmental engineering and management (Asian Institute of Technology, the University of Tokyo) as well as her professional training in Corporate Environmental Leadership and Leader Development Programs (Yale University and Harvard University), have provided her with a strong academic background in carrying out her duties and responsibilities, both nationally and internationally. Nationally, she established the Environmental Research and Training Centre with the support of the Government of Japan, and in her current capacity, she oversees the promotion of natural resources conservation and environmental quality in Thailand. On the international scene, she chairs the Working Group on Environment in the Greater Mekhong Subregion (GMS) and plays an important role in strengthening the ASEAN; and Asia-Europe environmental cooperation and in promoting public participation in environment and natural resource management, environmental dispute prevention and resolution. She is actively involved in networking the Non Government Organizations (NGOs) and volunteers related to natural resources and environment as well as in promoting education for sustainable development.

**Particular qualifications to be a Regional Councillor:**

- Regional Chair for Southeast Asia, Commission on Education and Communication (CEC) of IUCN
- Member, Technical Committee for the 3<sup>rd</sup> IUCN World Conservation Congress in 2004
- Consultant to the United Nations Conference on Environment and Development (UNCED) on Environmental Research and Training, 1992
- Consultant to the United Nations University (UNU) on Capacity Development Needs in Thailand, 2003
- Advisor to the United Nations Centre for Regional Development (UNCRD)
- Board Member of the Stockholm Environment Institute (SEI, Sweden)
- Board Member of the Institute of Global Environment Studies (IGES) Japan
- Member, Working Group on Improvement of Wildlife Laws in Thailand, Office of the Parliament

- Person in charge of Thailand's official participation in The World Exposition (Nature Wisdom) 2005, Aichi, Japan
- Received the Decoration from His Majesty King Carl XVI Gustaf of Sweden in recognition of her outstanding efforts to promote cooperation between Sweden and Thailand, of the rank of Member, First Class, of the Royal Order of the Polar Star

**ULLAH, Mahfuz (Bangladesh)****Current employment and position/title:**

Secretary General, Centre for Sustainable Development, and Chairperson, Bangladesh National Committee of IUCN

**Experience in fields of concern to IUCN:**

Since the Centre for Sustainable Development joined IUCN as a member, Mr Mahfuz Ullah has actively participated in all the regional and international forums of IUCN. In the course of participation, he has actively interacted with other members of IUCN, raised the issue of small countries' interest in the area of environmental conservation, presented papers and made interventions and statements. He has actively contributed to the formation of the proposed Asia Regional Committee of IUCN as one of the members of the Organizing Committee. Under his leadership, the Bangladesh National Committee of IUCN has received formal accreditation of the IUCN Council in 2003.

**Particular qualifications to be a Regional Councillor:**

Mr Mahfuz Ullah has to his credit, a brilliant academic record and professional experience, which fits him well as a Councillor of IUCN. He has worked for different organizations at national and international levels which is an essential credential for serving IUCN as a Regional Councillor. Because of his association with the print and electronic media, he is a familiar name in Bangladesh and has access to policy planning levels.

If elected, he would be in a position to contribute more actively in furthering the mission of IUCN and elevating its image in the region. His election would contribute to electing those developing and least developed countries that need support from the international community in their march forward.

## **CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – WEST ASIA**

### **AL-AZIMI, Talal (Kuwait)**

#### **Current employment and position/title:**

Director of Administration, Environment Public Authority, Kuwait

#### **Experience in fields of concern to IUCN:**

Dr Talal Al-Azimi is a senior management expert who has made outstanding contributions to the environmental cause. His work with the Environment Public Authority of Kuwait has seen the agency successfully expanding and deepening its environmental work. Enabling the recovery of the coastal and marine ecology following the war has been one such example. He has also played a critical role in promoting environmental work within the Gulf Cooperation Council. He has also helped commendably in developing a cadre of specialists in environmental policy in Kuwait. Dr Al-Azimi has played a frontline role in cultivating the Kuwait Environmental Protection Society, a highly successful NGO.

#### **Particular qualifications to be a Regional Councillor:**

Dr Al-Azimi has eminently served the Union as a Regional Councillor during the past quadrennium. He has also served on the Council's Human Resources Policy Committee. As for his IUCN work in the region, he has been one of the driving forces behind IUCN-WESCANA. He has helped organize several of its meetings, including the mobilization of resources. As IUCN is poised to expand its engagement with the business community Dr Al-Azimi's presence on the Council would be particularly beneficial given his acquaintance with the corporate sector and his academic credentials in business management. His acclaimed management skills, extensive contacts within the region and beyond, and his acumen in international environmental policy would prove to be valuable in promoting IUCN work in the region.

### **AL-MOHANNA, Abdulaziz (Saudi Arabia)**

#### **Current employment and position/title:**

General Director, Field Research Department, National Commission for Wildlife Conservation and Development (NCWCD)

#### **Experience in fields of concern to IUCN:**

Mr Abdulaziz Al-Mohanna has twin specializations in animal management and information technology. He

has demonstrated outstanding leadership in environmental management and institutional issues. He has been instrumental in setting environmental standards at the Saudi Standards Organization. At NCWCD he has established an environmental information system catering to the research community and general public alike. He has been directing NCWCD's field research programmes for the past five years. His insightful leadership in this has enabled NCWCD to successfully accomplish a number of critical research projects. He has also been instrumental in cultivating a cadre of dedicated conservation scientists in the country.

#### **Particular qualifications to be a Regional Councillor:**

Mr Abdulaziz Al-Mohanna has been extensively involved in promoting conservation work in the West Asia and WESCANA region. He has been closely involved in several Gulf Coordinating Council level environmental projects, coordinated the staging of several IUCN events hosted by NCWCD and has represented the country at the Conference of the Parties to the Biodiversity Convention, the Migratory Species Convention and CITES. He has played a key role in enabling the acclaimed WESCANA contribution of the V<sup>th</sup> IUCN World Parks Congress. Having been educated in the UK and the USA and being closely associated with several global environmental initiatives, he is a true internationalist. He currently coordinates the NCWCD-IUCN framework agreement for cooperation.

### **DARWISH, Ali (Lebanon)**

#### **Current employment and position/title:**

Secretary General, Green Line Association (NGO, IUCN member); Project Manager, National Action Programme to Combat Desertification (for implementation of UNCCD), UNDP/Ministry of Agriculture

#### **Experience in fields of concern to IUCN:**

Coordination of Natural Resources Assessment reports in the Rihane Mountain region (South Lebanon 2000) and the Yammounh Region (PDF-A World Bank 2001); coordination of the development and implementation of a GIS based monitoring programme for the Arz Al-Shouf Cedar, Horsh Ehdén and the Palm Islands Nature Reserves; development of national organic standards; training of inspectors and certifiers; promoting the establishment of a national certification system.

#### **Particular qualifications to be a Regional Councillor:**

Full familiarity with IUCN. Chair, IUCN National Committee, Lebanon. Member, World Commission on

Protected Areas, and the Commission on Environmental, Economic and Social Policy, IUCN. Member, International NGO/CSO Planning Committee on Food Sovereignty (IPC); Coordinator, Natural Resources Management Unit, Green Line Association (1997–2003); Coordinator, Sustainable Agriculture Project (Green Line Association, 2002 – present); Member, National Steering Committee for the GEF Small Grants Programme, Lebanon.

### **JABBAR, Javed (Pakistan)**

#### **Current employment and position/title:**

Chair, J.J. Media (Pvt) Ltd.

#### **Experience in fields of concern to IUCN:**

Javed Jabbar's voluntary work with communities in low income urban areas and in remote rural areas commenced about 25 years ago and continues to cover vital environmental issues including water resources, balanced population promotion, environmental education and advocacy, leadership training and public policy reform.

Member, Steering Committee, National Conservation Strategy of Pakistan 1987–1992. This strategy has been widely acknowledged to be one of the most well-prepared and visualized strategies in Asia.

Tenure in three Federal cabinets of Pakistan as Federal Minister (twice) (1999–2000, 1996–1997), Minister of State (once) (1988–1990) have included portfolios of: Science and Technology, Petroleum and Natural Resources, National Affairs, Information and Media Development during which active support was provided to environmental priorities. As Senator 1985–1991, he led campaigns for new policy support to ecology concerns.

Founding president, co-founder, member of the board/executive committee of several leading environment-oriented and/or public interest organizations, research bodies, think tanks: Baanh Bell (member IUCN); Strengthening Participatory Organisation (SPO) (member, IUCN); South Asian Media Association; Social Policy and Development Centre (SPDC); Sustainable Development Policy Institute (SDPI) (1996–2003); International Institute of Communications, London; Chairman, Pakistan National Committee of IUCN.

He writes and broadcasts regularly on environmental issues.

#### **Particular qualifications to be a Regional Councillor:**

He combines extensive association with the development process, mass media, and public policy reform in his own country with significant

international experience including participation in UN conferences (e.g. UN Millennium Summit, 2000) and other major forums on a range of subjects that have included important environmental concerns.

With recognised skills in articulation and documentation, active participation in Track II diplomacy processes and as head of an international institute for peace and conflict resolution, the candidate brings to his work with IUCN an understanding of the special complexities and requirements of West Asia's advancement as part of a rapidly changing Asia in a volatile new era.

His capacity to represent contrasting viewpoints and mobilize constructive engagement for shared concerns was evident in his stewardship of the organizational process for the historic World Summit for Children held at the UN in 1990 as co-chair of the Summit's planning committee as also in his leadership of the first ever initiatives in South Asia to bring together editors and senior journalists of seven nations under the aegis of the South Asian Media Association and the South Asian Editors' Forum.

With proven diligence and integrity for over two decades in public life, the candidate well fulfils the requirements of the role and functions of a Regional Councillor for West Asia.

### **CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – OCEANIA**

#### **GIBSON, Lionel (Fiji)**

#### **Current employment and position/title:**

Regional Coordinator - Foundation for the Peoples of the South Pacific Inc

#### **Experience in fields of concern to IUCN:**

Rural and environmental governance  
Lecturer in resource management and conservation  
Served as a member of the Pacific Islands Roundtable on Nature Conservation  
Surveyed island governments' environmental management

#### **Particular qualifications to be a Regional Councillor:**

Good inter-personal skills  
Excellent grasp of environmental and sustainable development issues  
Excellent analytical skills for policy development on environmental and development issues

## **MILNE, Christine (Australia)**

### **Current employment and position/title:**

Advisor to Australian Greens Party Senator Bob Brown

### **Experience in fields of concern to IUCN:**

IUCN Regional Councillor for Oceania, 2000–2004. IUCN Bureau member 2003–2004. President of the Australian Committee of IUCN for two terms 2002–2003, and current member of the ACIUCN Executive and the Oceania Regional Committee.

Attended Conferences of the Parties to the Framework Convention on Climate Change, World Heritage Committee meetings, the Global Greens Conference, the Global Biodiversity Forum, and the Pacific Island Nations Conference on Nature Protection. Addressed the 2003 World Parks Congress Plenary on the issue of mining and protected areas.

UNEP Global 500 Laureate.

### **Particular qualifications to be a Regional Councillor:**

Christine Milne has demonstrated great leadership in the environment movement in Australia and in the region. She has been a strong advocate for the protection of the environment and for rights of indigenous people struggling to protect their land from mining and forestry interests in Australia, Indonesia, New Caledonia and South Africa. She is not only a good environmentalist but she is also global in her perspective and strategic in her thinking as demonstrated by her involvement in campaigns for adoption of the Earth Charter, protection of the integrity of the World Heritage Convention and her efforts to secure a policy debate on Genetic Engineering in IUCN as well as greater involvement of IUCN in climate change negotiations and in the region of Oceania.

## **SHAND, Diana (New Zealand)**

### **Current employment and position/title:**

Elected to Canterbury Regional Council – Environment Canterbury (the branch of local government involved in natural resource management – planning, regulation and monitoring, transport functions. Diana Shand serves as Deputy Chair and Chair of the Sustainable Development and Public Transport Portfolios.

### **Experience in fields of concern to IUCN:**

Long involvement in the environmental movement. She has used her marketing and business skills in campaigns to protect native forests, South Westland

World Heritage Area and Paparoa National Park with the Native Forest Action Council and the Royal Forest and Bird Society. She is a member of Greenpeace; a voting Council and founding member and Chair of the Christchurch Otawahi Agenda 21 Forum; and she has worked on social justice and gender issues and with indigenous peoples in various capacities.

She was the NGO nominee on the New Zealand Government Delegation to UNCED, Rio de Janeiro 1992 and has been involved in Sustainable Development issues ever since, including working as a consultant within five local authorities on Local Agenda 21 projects.

She is a Member of the Canterbury Regional Council since its inception in 1989, chairing Regional Initiatives, Regional Land Transport, Public Transport and Sustainable Development Committees. She is also an invited member of the Local Government New Zealand Sustainable Development Project Group and Local Government Act Reform Working Group. Her experience further includes working on Pest Strategies, the Biodiversity Strategy, Marine and Waste/Hazardous Waste issues, Land and Vegetation Plans, an Air Plan and currently on the finalization of the Regional Water Plan for the nation's largest region. She is the lead on biodiversity and climate change projects.

### **Particular qualifications to be a Regional Councillor:**

Qualifications: MBA (Marketing) McGill University, Canada; BA (Political Science and English) Canterbury University, New Zealand. She is widely travelled and has worked and studied in several countries. AFS Scholar.

Good business experience – until recently she continued working as a marketing and business consultant (including two government department reviews).

Good understanding of Biodiversity, Climate Change, Energy and Water issues, also of social and economic interrelationships and the role of national and international institutions.

She has worked with local government and the local community promoting sustainable development initiatives. In 1993, she wrote the “Local Government Guide to Agenda 21”. She set up and oversaw the Christchurch Biodiversity Project using ecosystems mapping and partnerships across the community. She encourages consultative and cooperative approaches.

She has worked as a regional councillor to promote cooperative cross-disciplinary partnerships and initiatives and has organized and contributed to seminars and conferences. Planning and consents



hearing work has required analytical and decision making skills. She is energetic, fit and dedicated.

## **CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – EAST EUROPE, NORTH AND CENTRAL ASIA**

### **SEPP, Kalev (Estonia)**

#### **Current employment and position/title:**

Professor of Landscape Management and Nature Conservation, Environmental Protection Institute, Estonian Agricultural University, Head of Laboratory of Landscape Ecology

#### **Experience in fields of concern to IUCN:**

Professor Kalev Sepp is a member of the Estonian Agricultural Academy (landscape management and nature conservation). He has published more than 60 scientific articles. He has worked and studied in several international institutions such as the Central European University (CEU), University College London (UCL), the International Institute for Applied System Analyses (IIASA).

His participation in international landscape and nature conservation forums includes membership of the recently established IUCN “Countdown 2010” Working Group. He has served and continues to provide assistance as a senior scientific adviser and expert for IUCN within the framework of IUCN’s Central European Programme mainly in the Baltics and the Ukraine. He was active until recently as an expert of the Landscape Convention and Co-ordinator (Landscape) of the Baltichess project at the Council of Europe and is a member of the Committee of Experts for the European Ecological Network. He is a member of the Scientific Council of the European Centre for Nature Conservation (IUCN member). He has published two books in the series of IUCN publications.

He has provided expert advice to the Estonian Ministry of Agriculture with regard to the development of an agri-environmental programme (landscape issues) and to the Estonian Ministry of Environment on several environmental issues (nature conservation, planning).

#### **Particular qualifications to be a Regional Councillor:**

Kalev Sepp has extensive international experience on the nature conservation policy and management scene, especially in relation to Europe as a whole and particularly in Central Europe. He is a well-known and highly respected person in both scientific and nature conservation management/policy circles. He has a

long record of engagement with the work of different international organizations (IUCN, IIASA, ECNC, CEU,) and has himself coordinated several projects of these organizations. He has been active at the forefront of political developments with regard to priority areas of IUCN (education, ecosystem management, ecological networks, indicators, nature conservation management, monitoring etc). He has the desired balanced experience of the interface between nature conservation research and practical implementation. He has actively participated in the work of IUCN in Europe.

### **VOLOSCUK, Ivan (Slovak Republic)**

#### **Current employment and position/title:**

State Nature Conservancy – Tatry National Park Administration, Tatry Biosphere Reserve Coordinator, International Relations Coordinator.

#### **Experience in fields of concern to IUCN:**

Global level experience: Regional Councillor for East Europe, North and Central Asia (elected in Amman, 2000); participant at all meetings of the IUCN Council. Participated in the IUCN Members meeting in Portschach, Austria, June 2002. Attended the IUCN European Regional Members Meeting in Warsaw, acting as session Chair and participating in the discussions. Attended the World Parks Congress in Durban, South Africa, September 2003 focusing on the need for transboundary cooperation.

Regional level experience: Chair of the Slovak National Committee for IUCN. Organized and chaired National Conferences for the International Mountain Year, 2002 and the International Freshwater Year 2003. Chair of the Slovak Ecological Society – member of IUCN. Attended meetings of the Slovak National Committee for the UNESCO MAB Programme as a Vice Chair giving presentations on the IUCN Programme and cooperation UNESCO-IUCN. President of the Association of National Parks and Protected Areas of Slovakia, member of IUCN. In 2003 he met with the Chair of the Hungarian National Committee in Budapest and with members of the Czech National Committee for the UNESCO MAB Programme. He has also edit the journal *CARPARTHI* 8,9,10,11.

#### **Particular qualifications to be a Regional Councillor:**

Professor Dr. Ivan Voloscuk is a widely respected individual in the Slovak Republic, in Europe and across the world. He is the recipient of the WWF Gold Medal. In 1991, he founded the International Association of the Carpathian National Parks and Reserves. He has a long experience with virgin forest research in the Carpathian mountains.

Extensive international experience: He has attended the IUCN General Assembly in Buenos Aires, 1994, the First World Conservation Congress in Montreal in 1996 and the Second World Conservation Congress in Amman, Jordan, 2000. He further attended the World Parks Congress in Caracas, Venezuela, 1992 and the World Parks Congress in Durban, South Africa, 2003. He has the capacity to guide the development of the Union's policies between sessions of the World Conservation Congress, as he has a global view of the Union and an understanding of sustainable development, and experience of international networking. He is a member of the ministerial Council for Nature Protection in Slovakia and a member of the Council for the Polish Tatry National Park (named by the Polish Minister for Environment). He is Chair-President of the Carpathian National Parks Association. He has the capacity to work in English and French (as well as in Russian, Hungarian, Ukrainian and Czech).

### **YABLOKOV, Alexey Vladimirovich (Russian Federation)**

#### **Current employment and position/title:**

President of the Centre for Russian Environmental Policy (NGO); Professor and Corresponding Member of the Russian Academy of Sciences

#### **Experience in fields of concern to IUCN:**

IUCN Species Survival Commission Roll of Honour, 1991. He has been a member of the IUCN/SSC Marine Mammals Group, a member of the IUCN/SSC Cetacean Specialist Group since 1986, author of more than 400 publications on zoology, conservation and population biology, environmental policy (including: "Conservation of Living Nature and Resources"; "Levels of Living Nature Protection", "Non-Invasive Study of Mammalian Populations"). From 2002 he has been a member of IUCN's Commission on Environmental Law. Current main fields of interests: National and International Environmental Policy; Biodiversity; Population Biology, Environmental Human Rights; and Ocean Problems.

#### **Particular qualifications to be a Regional Councillor:**

Professor Yablokov is one of the leading environmentalists in the CIS countries, as a politician, scientist and NGO-activist. In 1997–2000 he has been Co-Chair of the International Socio-Ecological Union (the largest environmental NGO of the East Europe, North and Central Asia Region). From 1997–1999 he has been a member of the Group of Environmental Advisers to the President of the European Bank for Reconstruction and Development. Professor Yablokov is a member of the Editorial Boards of the "Red Book of the USSR", "The Red Book of Russia", the newspaper "The Green World", the magazine

"Towards a Sustainable Russia". He was a member of the Executive Council of the Stockholm Environmental Institute responsible for the CIS Region (1993–1999), former member of the USSR Parliament and Deputy Chair of its Committee on Ecology (1989–1991); former Adviser on Ecology and Public Health to the President of the Russian Federation (1991–1993); Deputy Chair, Russian Academy Council on Ecology and Emergencies. Since 2003 he has been the Chair of the Russian Working Group on Strategic Planning for the Western Grey Whale investigation. He has served as an IUCN Regional Councillor for East Europe, North and Central Asia, 2000–2004.

### **ZUPANCIC-VICAR, Marija (Slovenia)**

#### **Current employment and position/title:**

Marija Zupancic-Vicar retired in 1992 as Director of the Triglav National Park, Slovenia. She is a very active volunteer, working with IUCN's World Commission on Protected Areas (WCPA) as a member of the Commission and as its Senior Advisor.

#### **Experience in fields of concern to IUCN:**

The nominee graduated as a civil engineer (5-year professional degree) at the University of Ljubljana, Slovenia. She worked for about 20 years in the field of housing and urban development, land-use planning, environmental protection and management of protected areas. She was an active member of professional associations in Slovenia and Yugoslavia which provided handbooks, regulations, housing information, programme technical guidance, publications, etc. in the field of housing, spatial planning, urban development, infrastructure and environmental protection. On retirement she became a member of the IUCN/WCPA, then Regional Vice-Chair for Europe 1994–2000 and is presently Senior Advisor to WCPA. The work with and for IUCN has been mainly through WCPA, the European Programme of IUCN and active participation at the IUCN Congresses: Buenos Aires 1994, Montreal 1996 and Amman 2000. She was the leading force in the realization of the "Parks for Life" Action Plan for Protected Areas in Europe and of the development of a wide range of priority projects. Her main fields of interest were: protected area management, social policy and collaborative management, transboundary cooperation, training of protected area staff, World Heritage and the UNESCO/MAB programme. She is a speaker in favour of the work within IUCN, based on the synergy between membership, Commissions and the Secretariat as well as an advocate for the cooperation with other nature conservation organizations at the international and European level, e.g. WWF, Europarc Federation, BirdLife International, etc.

### **Particular qualifications to be a Regional Councillor:**

The nominee has been for more than 15 years, a successful manager of an enterprise and of the Triglav National Park and served for 10 years in the Government and Parliament of the Republic of Slovenia. She was Minister for the Environment (1978-1982) and Elected Member of the Parliament of the Republic of Slovenia (1982–1990) – working in the field of social policy, housing and spatial (regional) planning and environmental protection and for two years the Vice-President of the Parliament. The work at the international level and in particular with and for IUCN is another experience which is complementary to that gained during her professional life. The nominee has a good knowledge of the Mission and Programme as well as of the work of IUCN and in particular the work of IUCN in Europe and of WCPA and other Commissions. With her voluntary work, she is very much involved in different programmes of IUCN. She speaks fluently: German, English, Croatian and Serbian and has some basic knowledge of Russian.

## **CANDIDATES FOR ELECTION AS REGIONAL COUNCILLORS – WEST EUROPE**

### **CANALS, Purificacio (Spain)**

#### **Current employment and position/title:**

- IUCN Regional Councillor for West Europe
- Member of the Steering Committee of the IUCN Commission on Education and Communication
- President of the League for the Defence of Natural Heritage (DEPANA) and of the Iberian Council for the Defence of Nature (CIDN)

#### **Experience in fields of concern to IUCN:**

- She is President of DEPANA and CIDN.
- Full Professor of Aeronautical Medicine and the Environment at the Centre for Graduate Studies in Aviation (CESDA) of the Rovira i Virgili University in Tarragona and Associate Professor of Physiology at the medical school of the same university.
- Doctor of Biology with research experience in comparative physiology, environmental problems and teaching.
- She has given post-graduate classes at several Spanish and foreign universities.
- She is the author of various scientific works published in the international press and of many studies and articles on environmental topics.
- She has experience with international projects, especially in the Mediterranean region.

- She has participated on many consultative bodies (Spanish Advisory Council on the Environment and the Catalonian Advisory Council for Agenda 21).
- Co-Vice President of the Council on Environment and Sustainability of Barcelona and the Catalan Commission for Relations with UNESCO.
- Having participated since 1986 in the work of several organizations for the study and defence of the environment, she has extensive experience in the management and coordination of environmental NGOs and conservation projects, especially in coastal and high-altitude areas.
- She was Director of the LIFE project for the Sustainable Management of Punta de la Mora in Tarragona between 1998 and 2001.

### **Particular qualifications to be a Regional Councillor:**

- Puri Canals has a wide vision of the scientific, technical and managerial aspects of conservation.
- She has worked directly with very diverse sectors (public administrations, the private sector, media, etc.).
- She has been Regional Councillor for West Europe since 2000, in which position, she has been especially active at the regional level (Europe and the Mediterranean) and within the IUCN Council (Governance Task Force, candidacy of Barcelona for hosting the 3<sup>rd</sup> IUCN World Conservation Congress) as well as in her contacts with members from other regions (especially Latin America and French-speaking countries).
- During this period, she has also participated in the Steering Committee of the Commission on Education and Communication.
- Her ties with IUCN date from 1994 as an active member of CEC on the Spanish National Committee. Between 1996 and 2000, she was Vice-Chair of that Committee, having contributed to the promotion of the IUCN Centre for Mediterranean Cooperation and a protocol of cooperation between the French and Spanish National Committees. She has broad experience in international forums, namely the United Nations Conference on Environment and Development at Rio de Janeiro (1992), the World Conservation Congress at Montreal (1996) and Amman (2000), the World Summit on Sustainable Development at Johannesburg (2002) and the World Parks Congress at Durban (2003). She speaks Catalan and Spanish as first languages and has French and English as fluent working languages.

## **GAMMELL, Alistair (United Kingdom)**

### **Current employment and position/title:**

Director of International Operations at the Royal Society for the Protection of Birds (RSPB).

### **Experience in fields of concern to IUCN:**

Mr Gammell has wide experience of international conservation issues. He is currently Director of RSPB's International Programme, which spends about €7 million annually supporting international conservation work, primarily in Central/Southern Europe, Africa and Southern Asia. Most of this money is spent through supporting the conservation work of local Birdlife partners (local NGOs). He is a member of the World Commission on Protected Areas and of its European Steering Committee and member of the UK Committee for IUCN and of its executive. Mr Gammell is also a member of Birdlife International's European Committee and has been instrumental in helping to develop Birdlife International's Important Bird Areas Programme. He is actively involved with the European Union's Birds Directive and Habitats Directive and in other international legislation and attended the WSSD in Johannesburg and the latest Conference of Parties to the Convention on Biological Diversity in Malaysia.

### **Particular qualifications to be a Regional Councillor:**

Mr Gammell has held a senior job in international nature conservation for the past 25 years and is familiar with the issues and with working with governments and NGOs. He is familiar with participative planning and how to work with governments and NGOs to take effective action on conservation priorities. He is very familiar with IUCN and its work, having attended the past six Congresses and most IUCN European Regional Meetings over the past decade.

During the past four years, Mr Gammell has chaired the Membership Committee of the IUCN Council and has played an active role in the Council's review of Governance issues.

Mr Gammell is familiar with organizational planning and budgeting for a large organization. He is easily accessible by phone and e-mail with the ability to travel to Switzerland or elsewhere, where this would be important to the Regional Councillor post. He also intends to remain an active participant in IUCN both globally and at a European continental level in the coming years and will thus be at meetings and able to listen to and represent the views of IUCN members.

## **NIEKISCH, Manfred (Germany)**

### **Current employment and position/title:**

Professor for International Nature Conservation, University of Greifswald

### **Experience in fields of concern to IUCN:**

Since 1983 Professor Niekisch has gained wide international experience in the fields of conservation and sustainable use of natural resources as a representative and partner of NGO's implementing projects, as an adviser on conservation issues in international projects and on conservation policy issues to the Federal Ministry for International Cooperation, the Federal Ministry for the Environment, the German Agency for Technical Cooperation (GTZ) and others as well as to private organizations at the national and international level. Currently he is also a member of the International Advisory Group (IAG) of PPG7/World Bank. He was Director of WWF/TRAFFIC (Germany) and of Oro Verde. He has long experience in the work of NGOs and in international cooperation. He is a lecturer on international nature conservation (Universities of Hanoi/Vietnam and several German Universities) from 1984 to the present and has a strong scientific background with much practical experience in the field. His particular interests are in institution building, grassroot organizations and participatory processes, modern conservation strategies such as sustainable use of resources and in species conservation. He has coordinated and represented German conservation organizations in many activities and at many international meetings such as IUCN General Assemblies, CITES and ITTO, at UNCED 1992 and Rio+5. He is familiar with the role, structure and philosophy of IUCN and is a member of the IUCN Species Survival Commission since 1986. Professor Niekisch holds several honorary positions: He is Vice-President of the German League for Nature and Environment, the umbrella organization for the German environmental NGOs; Member of the Board of the Frankfurt Zoological Society; President of Oro Verde, Foundation for the Conservation of Tropical Forests, Chair of the Scientific Council for Species Conservation of the Federal Ministry for the Environment/Federal Agency for Nature Conservation (BfN); Member of the Kuratorium, Bruno.-H.Schubert-Stiftung; Member of the Scientific Council of the German Society for Tropical Ecology, Member of the Board of the Foundation „Hilfe für die Bedrohte Tierwelt“ and of the Foundation „Stiftung Naturlandschaften Brandenburg“ as well as Member of the Board of the European Council for Nature Conservation (ECNC), Member of the Comité Científico Externo, Fundación Natura, and Honorary Member, Fundación Humedales, Colombia. He is also Co-editor of the Journal for Nature Conservation.

**Particular qualifications to be a Regional Councillor:**

Professor Niekisch has many years of working experience with NGOs (WWF, TRAFFIC and Oro Verde) and with scientific and government institutions both at national and international level, especially in Europe, South America and Asia. He consequently has a wide network of contacts in Germany and internationally with relevant organizations. As Vice-President of Deutscher Naturschutzring, he is responsible for coordinating international activities and knows the environmental and nature conservation problems nationally and in Western and Southern

Europe and how to put them in the international context. He has a strong scientific background, much practical experience in the field and is familiar with the role of IUCN. He has been elected as an IUCN Regional Councillor for West Europe in 2000 and stands now for re-election. During his first term as IUCN Regional Councillor he was active in many ways including as a Member of the Governance Task Force and of the Programme and Policy Committee and of the Bureau of Council. He is fluent in German, English, Italian and Spanish.

## State Members of the United Nations, members of its Specialized Agencies, or of the International Atomic Energy Agency, or parties to the Statutes of the International Court of Justice

List of States by Region, as per Articles 16 and 17 of the Statutes and Regulation 36 of the Regulations:

### AFRICA

Algeria  
Angola  
Benin  
Botswana  
Burkina Faso  
Burundi  
Cameroon  
Cape Verde  
Central African Republic  
Chad  
Comoros  
Congo  
Côte d'Ivoire  
Democratic Republic of the Congo  
Djibouti  
Egypt  
Equatorial Guinea  
Eritrea  
Ethiopia  
Gabon  
Gambia  
Ghana  
Guinea  
Guinea-Bissau  
Kenya  
Lesotho  
Liberia  
Libyan Arab Jamahiriya  
Madagascar  
Malawi  
Mali  
Mauritania  
Mauritius  
Morocco  
Mozambique  
Namibia  
Niger  
Nigeria  
Rwanda  
Sao Tome and Principe  
Senegal  
Seychelles  
Sierra Leone  
Somalia  
South Africa  
Sudan  
Swaziland  
Togo  
Tunisia  
Uganda  
United Republic of  
Tanzania  
Zambia  
Zimbabwe

### MESO AND SOUTH AMERICA

Argentina  
Belize  
Bolivia  
Brazil  
Chile  
Colombia  
Costa Rica  
Ecuador  
El Salvador  
Guatemala  
Guyana  
Honduras  
Mexico  
Nicaragua  
Panama  
Paraguay  
Peru  
Suriname  
Uruguay  
Venezuela

### NORTH AMERICA AND THE CARRIBBEAN

Antigua and Barbuda  
Bahamas  
Barbados  
Canada  
Cuba  
Dominica  
Dominican Republic  
Grenada  
Haiti  
Jamaica  
Saint Kitts and Nevis  
Saint Lucia  
Saint Vincent and the Grenadines  
Trinidad and Tobago  
United States of America

### SOUTH AND EAST ASIA

Bangladesh  
Bhutan  
Brunei Darussalam  
Cambodia  
China  
Democratic People's Republic of Korea  
India  
Indonesia  
Japan  
Lao People's Democratic Republic  
Malaysia  
Maldives

Mongolia  
Myanmar  
Nepal  
Philippines  
Republic of Korea  
Singapore  
Sri Lanka  
Thailand  
Timor-Leste  
Viet Nam

### WEST ASIA

Afghanistan  
Bahrain  
Iran, Islamic Republic of  
Iraq  
Jordan  
Kuwait  
Lebanon  
Oman  
Pakistan  
Qatar  
Saudi Arabia  
Syrian Arab Republic  
United Arab Emirates  
Yemen

### OCEANIA

Australia  
Cook Islands  
Fiji  
Kiribati  
Marshall Islands  
Micronesia, Federated States of  
Nauru  
New Zealand  
Niue  
Palau  
Papua New Guinea  
Samoa  
Solomon Islands  
Tonga  
Tuvalu  
Vanuatu

### EAST EUROPE, NORTH AND CENTRAL ASIA

Albania  
Armenia  
Azerbaijan  
Belarus  
Bosnia and Herzegovina  
Bulgaria  
Croatia  
Czech Republic

Estonia  
Georgia  
Hungary  
Kazakhstan  
Kyrgyzstan  
Latvia  
Lithuania  
Poland  
Republic of Moldova  
Romania  
Russian Federation  
Serbia and Montenegro  
Slovakia  
Slovenia  
Tajikistan  
The former Yugoslav Republic of Macedonia  
Turkmenistan  
Ukraine  
Uzbekistan

### WEST EUROPE

Andorra  
Austria  
Belgium  
Cyprus  
Denmark  
Finland  
France  
Germany  
Greece  
Holy See  
Iceland  
Ireland  
Israel  
Italy  
Liechtenstein  
Luxembourg  
Malta  
Monaco  
Netherlands  
Norway  
Portugal  
San Marino  
Spain  
Sweden  
Switzerland  
Turkey  
United Kingdom of Great Britain and Northern Ireland

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

## Election of the Chairs of Commissions

**Action Requested:** The World Conservation Congress is requested to ELECT the Chairs of IUCN Commissions.

### Background

1. Paragraph 34 of the Regulations to the IUCN Statutes provides as follows:

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

2. The Director General wrote to IUCN members on 1 October 2004 inviting members to submit nominations for the Chairs of the Commissions.
3. Commission members were also invited by circular letter in October to send in their proposals.
4. Resolution 19.2 of the 19<sup>th</sup> Session of the General Assembly, Buenos Aires, January 1994, requested that each Commission be subject to a triennial end term review to be prepared by an independent evaluator nominated by the Director General and confirmed by Council.
5. Since reports from the Commission reviews were not available by the time of the statutory deadline for mailing the call for nominations, proposals were solicited on the basis of the existing Terms of Reference of the Commissions.
6. In September 2003, the Council appointed a Nominating Committee chaired by IUCN Vice President and Regional Councillor for North America and the Caribbean, Dr Dan Martin, to assist it in the task of submitting nominations to the World Conservation Congress. The Nominating Committee revised and updated the Terms of Reference for Commission Chairs which were subsequently circulated to IUCN members.

7. At its 60<sup>th</sup> Meeting on 29–31 March 2004, the Council considered the recommendations of the

Nominating Committee and decided to put forward the following names for consideration by the World Conservation Congress as candidates for election:

#### **Commission on Ecosystem Management**

Dr Hillary Masundire, Zimbabwe

#### **Commission on Education and Communication**

Ms Denise Hamú, Brazil

#### **Commission on Environmental, Economic and Social Policy**

Dr Taghi Farvar, Iran

#### **Commission on Environmental Law**

Dr Sheila Abed, Paraguay  
Professor Koh Kheng Lian, Singapore

#### **Species Survival Commission**

Dr Holly Dublin, USA

#### **World Commission on Protected Areas**

Professor Hermelindo Castro Nogueira, Spain  
Dr Natajaraan Ishwaran, Sri Lanka  
Mr Nikita Lopoukhine, Canada

8. Short biographical notes on the candidates mentioned above are given in Annex 1, arranged in alphabetical order for each Commission.
9. Ballot forms will be distributed at the World Conservation Congress and the members of IUCN invited to elect the Chairs of Commissions for the forthcoming intersessional period.

## **Biographical Information on Candidates proposed as Chairs of IUCN's Commissions**

### **COMMISSION ON ECOSYSTEM MANAGEMENT**

#### **Hillary Masundire, Zimbabwe**

**Current position:** Dr Masundire is currently the Chair of the Commission on Ecosystem Management following his election by IUCN Council in October, 2001.

**Professional background:** Hillary is a Zimbabwe national who has lived in Botswana for 10 years. He studied at the Universities of Zimbabwe, Lund and Gothenburg in Sweden where he obtained his BSc. (Geography, Botany and Zoology), Graduate Certificate in Education and Doctor of Philosophy in Freshwater Ecology (Limnology). He worked as a High School Teacher, University Lecturer and Research Fellow in Zimbabwe before moving to Botswana in 1994. Dr Masundire is employed by the University of Botswana where he teaches and carries out research in ecology, natural resources and ecosystem management.

He has worked at national, regional and global levels in influencing policy and research in water and wetlands, biodiversity, state of the environment reporting, environmental impact assessment and in transboundary natural resources management. He has participated in various international initiatives such as the World Commission on Dams, the Water and Nature Initiative, UNEP Global International Waters Assessment (GIWA), the Millennium Ecosystem Assessment (MEA) and the United Nations University's GLEAM project.

**Experience and past involvement with IUCN:** Dr Masundire has worked with IUCN in southern Africa since the late eighties when the Regional Office for Southern Africa (ROSA) was set up in Zimbabwe. He became involved with the consultative process for the formation of the Commission on Ecosystem Management in 1995 – 1996. He served on the first Steering Committee of the Commission after its appointment at the 1<sup>st</sup> IUCN World Conservation Congress in Montreal, 1996. From 1997 to 2000 he served as Regional Vice-Chair for Southern Africa. He was appointed Deputy Chair of the Commission in 2001. His acceptance to lead the Commission after the resignation of the elected Chair in 2001 definitely saved the Commission from total collapse.

As Commission Chair since 2001, he has served as a member of the IUCN Council, as a member of the Council's Programme and Policy Committee and a representative for Commissions on the Bangkok Congress Preparatory Committee.

**Institutional support:** The University of Botswana has supported Dr Masundire as Chair of CEM for three years. The support has included use of internet and email services and paid leave of absence to attend to IUCN business, equivalent to about CHF 30,000 per year. This support will continue but the university will expect some support from IUCN in order to compensate for Dr Masundire's frequent absences on IUCN duty.

**Future priorities for the Commission:** Through his leadership and with the support of a credible and dedicated Steering Committee comprising nine Regional Vice-Chairs and three Thematic Leaders, CEM is poised to deliver on its mission: to provide expert guidance on integrated approaches to the management of ecosystems for the conservation of biodiversity and sustainable development. Dr Masundire would like to see greater mobilization, involvement and engagement of CEM members in delivering on the four priorities identified by the Commission for the period 2005-2008: (i) implementing and mainstreaming the Ecosystem Approach, (ii) developing guidance on affordable, scientifically sound and socially acceptable Ecosystem Restoration, (iii) development and dissemination of Indicators of Ecosystem Status and (iv) development and dissemination of Ecosystem Management Tools.

### **COMMISSION ON EDUCATION AND COMMUNICATION**

#### **Denise Hamú, Brazil**

**Current position:** Chief Executive Officer, WWF Brazil (IUCN member organization), responsible for the management of the national organization, its membership, fundraising and the quality management of around 70 programmes in Brazil which are carried out in partnership with NGOs, universities, and governmental agencies, on conservation and sustainable development and public policy, environmental education, and communications. Chair of the IUCN Commission on Education and Communication since elected in Amman Jordan in 2000.

**Professional background:** M. A. Museum Studies – George Washington University, Washington, D.C., 1989; Baccalaureate in International Relations, 1983 and BA in History, 1982, both from the University of Brasilia; Project Management Inter American School of Public Administration, 1985.



Past professional positions include Manager of the National Policy for the Environment Programme (1999-2003) and General Coordinator for Amazonian Cooperation (1994-1999) Ministry of the Environment of Brazil, with 19 years of experience in the field of environmental education and communication.

Broad experience in multi-cultural environments and managing multidisciplinary teams towards concrete results. She has actively participated in meetings for the Convention on Biological Diversity and specific fora organized together with UNESCO and UNEP, among others.

Languages: English, French, Spanish, and Portuguese.

**Past involvement with IUCN:** Regional CEC Chair for South America and member of the CEC Steering Committee from 1996-2000 and Chair of the Commission, 2000-2004. She has worked in a team spirit with the Commission Steering Committee, Bureau and Secretariat to guide the Commission's work, building on the strengths of CEC's past work, and initiating a strategic planning process and evaluation to improve performance. She has contributed to IUCN regional members' meetings and in the Programme Planning process of IUCN. The Steering Committee unanimously supported her performance and recommended her to stand for the period 2004-2008.

Ms Hamú has been a member of Council, the Programme and Policy Committee, the Congress Organizing Committee, taken part in IUCN reviews of Commissions and Knowledge Management, contributed to IUCN events such as the V<sup>th</sup> IUCN World Parks Congress, the IUCN Environment Centre (WSSD) and the Commission Chair meetings.

**Institutional support:** Ms Hamú stands for election with the full support of WWF Brazil, providing her with sufficient time to lead the Commission, travel to international meetings and Council.

**Future priorities for the Commission:** Manage the Commission's work to provide advice and guidance to IUCN on matters of communication, education and learning as recommended in the External Review of Commissions. Implement the Commission's mandate as follows:

**1. Leadership in Sustainable Development:** By 2008 the World Conservation Learning Network to be operational with practical courses for professional development, drawing on knowledge within the Union, key stakeholders and universities as partners in the initiative.

**2. Advocacy:** By 2008, IUCN to be a recognised source of knowledge and motivation to support a programme for communication, education,

participation and awareness (CEPA) linking the major Environmental Conventions with regional agreements and the Decade on Education for Sustainable Development (ESD).

**3. Empowerment:** By 2008, IUCN Global and Regional Programmes to be supported to develop capacity in environmental and sustainable development education and communication in order to promote learning and to empower stakeholders to participate in achieving IUCN's mission.

## COMMISSION ON ENVIRONMENTAL, ECONOMIC AND SOCIAL POLICY

### Taghi Farvar, Iran

#### Current position:

- Chair, Centre for Sustainable Development, Iran – an active IUCN member NGO;
- Chair, IUCN Commission on Environmental, Economic and Social Policy

#### Professional background:

- PhD in environmental sciences (including tropical ecology and eco-toxicology) and social sciences (including development studies), Washington University, USA, 1972;
- Over 30 years of experience in policy and practice and facilitation of local, national and international programmes of sustainable development and livelihoods and the conservation of natural resources;
- Long time advocate of the rights of local communities, mobile peoples and indigenous peoples to the governance of their natural resources, self determination and participatory development;
- Has worked for international organisations, governmental and non-governmental institutions, universities, and local communities most of his professional life;
- Has created or contributed to numerous books and articles in his field of work.

#### Experience and past involvement with IUCN:

1. As a colleague of the late Ray Dasmann in the late 1960s when compiling the classical book, *The Careless Technology—Ecology and International Development* with support from Russell Train (The Conservation Foundation) and Barry Commoner (Washington University);
2. As a high official of an IUCN State member, the Department of the Environment, Iran, in the early 1970s;
3. As a staff member of IUCN in the mid-1980s ("Senior Advisor on Sustainable Development" and Executive Officer of IUCN Commission on Environmental Planning). He organized the

World Conference on Conservation and Development, Ottawa, 1986 and set the foundation for revising the World Conservation Strategy;

4. As an IUCN Consultant in various projects and countries including Yemen, Lebanon, Egypt, Jordan, Palestine and Iran;
5. As the Chair of a very active IUCN member NGO (Centre for Sustainable Development "CENESTA", Iran) since the 1990s. CENESTA has been an enthusiastic and supportive host to IUCN's Commission on Environmental, Economic and Social Policy (CEESP) since 2000;
6. As a member of the Regional Advisory Group in IUCN's WESCANA region in the same period up to now;
7. As an IUCN Councillor and Chair of its Commission on Environmental, Economic and Social Policy (CEESP) since December 2000;
8. As the leader of the CEESP Thematic Working Group on Sustainable Livelihoods, and a core member of CEESP's Collaborative Management Working Group (CMWG) and of the Theme on Indigenous and Local Communities, Equity and Protected Areas (TILCEPA, joint between CEESP and WCPA). These efforts have led to bringing new perceptions and approaches on the indispensable role of indigenous peoples, mobile peoples, and local communities to the field of biodiversity conservation and sustainable use of natural resources;
9. As a very active participant and organizer in the IUCN World Conservation Congress in Amman, 2000, the IUCN Environment Centre in Johannesburg during WSSD, 2002, and the V<sup>th</sup> IUCN World Parks Congress in Durban, 2003, as well as several Regional Conservation Forums;
10. As the publisher of IUCN-CEESP's journal *Policy Matters* and other publications of the Commission since December, 2000 that have contributed substantially to the understanding of social and economic issues in conservation and the sharing of the vast fund of practical and policy experience existing among the professional membership of CEESP.

**Institutional support:** CENESTA will continue its excellent institutional support in the 2004–2008 period. Several other institutions would continue to support the various themes/working groups of CEESP, including IISD Canada, ICTSD Geneva and numerous partners such as IIED and donors including GTZ, the Rockefeller Foundation, the Critical Ecosystems Partnership Fund, and others. Various IUCN members and government institutions in Iran have also expressed their interest in supporting the work of the Commission. Assistance will also be sought from the Director General to help raise additional support to the post.

**Future priorities of the Commission:** As expressed in the new proposed Mandate and Intersessional Programme of CEESP:

- In seeking better understanding of, and promoting, good governance of natural resources, including through collaborative management of natural resources; recognition and promotion of community conserved areas; and the inalienable rights of indigenous peoples, mobile peoples and local communities over their land and other natural resources held by customary law in common pool and common property;
- In bringing economic issues into conservation and vice versa, both at the macro level relating to globalization and the foundations of the world economic system, as well as at the micro level with such issues as valuation of issues in conservation and innovative systems of financing conservation;
- In seeking, through good policy and practice, innovative approaches to sustainable livelihoods and ways of eradicating poverty while enhancing biological diversity, including through agro-ecology, food sovereignty and appropriate technology;
- In enhancing understanding of the relationship between biological and cultural diversity, and in instituting a means of promoting indigenous knowledge systems for biodiversity conservation and sustainable use linked with the rich diversity of cultures and in seeking ways for supporting the survival and development of indigenous cultures;
- In promoting new understanding and policy approaches in cross-cutting themes such as "Environment and Security" and the "Environmental and Social Responsibility of Government and the Private Sector".

## COMMISSION ON ENVIRONMENTAL LAW

### Sheila Abed de Zavala, Paraguay

**Current position:** Executive Director of IDEA (Instituto de Derecho y Economía Ambiental), NGO, Asuncion, Paraguay.

#### Professional background:

- Lawyer, Universidad Nacional de Asunción, 1986. Postgraduate course in Environmental Resources' Law in the Lewis & Clark University, Portland, Oregon, 1999.
- Founder and Executive Director of the Paraguayan Environmental Law and Economics Institute (IDEA, Instituto de Derecho y Economía Ambiental), since 1996.
- Member of the Commission on Environmental Law of The World Conservation Union (IUCN).

- General Coordinator of the Regional Alliance for Conservation Policies in Latin America and the Caribbean (ARCA – Alianza Regional para Políticas de Conservación en América Latina y el Caribe).
- Member of the South American coalition of NGOs and individual members known as the “Grupo Zapallar” on Trade & Environment.
- On several occasions she has represented the Paraguayan Government before the UNFCCC, and has represented civil society in the Biodiversity and Ramsar Conventions.

Ms. Abed is in charge of the “Environmental Law & Policy” class of the Masters Degree in Environmental Engineering, in the Asuncion Catholic University. She also trains diplomatic personnel in the negotiation of Multilateral Agreements, as well as personnel of other public agencies and private institutions.

She has been appointed by UNDP with the approval of the national government, to explore and negotiate the possibilities of Paraguay qualifying under the nature/debt swap programs, with very important results.

She has participated in the drafting of three bills of law: “Creation of the Ministry of Natural Resources”, “National Law of Tourism” and “Security in Biotechnology”.

Under her direction, IDEA has implemented avant-garde programmes, such as Sustainability Impact Assessments, Legal Tools for Private Lands’ Conservation, Economic Valuation of Natural Resources.

Ms. Abed is co-author of six publications. She masters the following languages: Spanish, English, Portuguese and the indigenous tongue, Guarani.

**Experience and past involvement with IUCN:** Ms. Abed has been a member of the Commission on Environmental Law since the year 2000. As Executive Director of IDEA, Ms. Abed has requested and obtained the endorsement of IUCN for a very large workshop organized and carried out by this organization in September 2001, called “Emerging Styles in the Management of Natural Resources”. Recently, Ms. Abed has been in charge of the Paraguayan component of a larger study on water carried out by the Environmental Law Centre.

Her words on experience and past involvement: *“Although many may think my experience within IUCN to be scarce, and I must confess they are right, my conviction in what I do, and my determination to leverage the analysis of global environmental concerns from the legal perspective will palliate this, as well as the backing of fellow professionals who*

*have committed their support, and the cooperation of networks and alliances I join”.*

**Institutional support:** The organization under Ms. Abed’s direction is very well positioned at a national, regional and international scale. IDEA’s greatest institutional strength is being recognised as a valid speaker in topics so varied as private lands’ conservation, trade & environment and climate change, joining together with the most prestigious civil society organizations, several alliances, with a high level of incidence in policies. An example to mention is that IDEA coordinates the Regional Alliance for Conservation Policies in Latin America and the Caribbean (ARCA by its acronym in Spanish) integrated by SPDA Perú, Natura Colombia, FAN Bolivia, Natura Ecuador, FARN Argentina, CODEFF Chile, Pronatura México, Defensores de la Naturaleza Guatemala, FUDENA Venezuela, CEDARENA Costa Rica, Pronatura Rpa. Dominicana, O Boticario Brasil, O Direito por um Planeta Verde Brasil, PROMETA Bolivia.

Ms. Abed herself is a renowned young professional (41 years old) with a successful 9-year trajectory in Environmental Law. Under her guidance, IDEA has received the support of prestigious private, public and multilateral agencies and organizations (AVINA, TNC, WWF, USAID, The World Bank, OAS, CIDA, Siemenpuu Foundation, Konrad Adenauer Foundation, etc.) for the implementation of its Programmes: Environmental Law, Environmental Economics, Trade & Environment, Democracy and Participation.

#### **Future priorities for the Commission:**

- Juridical-environmental conception of Water: A human right or an economic resource?
- World Trade Organization procedures and their incidence (intellectual property rights, biodiversity, trade & environment)
- Commercial integration mechanisms
- Integration of Global Citizenship and strengthening of the interaction between civil society, private sector and the government, with common but differentiated responsibilities
- Environmental refugee problematic (growing difficulty of the expulsion of people for socio-environmental matters).

#### **Professor Koh Kheng Lian, Singapore**

##### **Current position:**

- Professorial Fellow, Faculty of Law, National University of Singapore
- Director, Asia - Pacific Centre for Environmental Law (APCEL)
- IUCN CEL Regional Vice-Chair for South East Asia, and a member of its Steering Committee

**Professional background:**

- LL.B. Hons. (University of Malaya in Singapore)
- LL.M. (University of Singapore)
- PhD (University of Singapore)
- *Diplôme de Hautes Etudes Internationales* (Geneva)
- Advocate and Solicitor, Supreme Court of Singapore

**Experience and past involvement with IUCN:**

During her eight years as CEL Regional Vice-Chair for South East Asia, Professor Koh has been involved in many IUCN-sponsored projects particularly the IUCN/APCEL/UNEP Training the Trainers course. This project has spawned the highly successful Asian Development Bank publication, Craig, Robinson & Koh Kheng-Lian (eds), *Capacity Building for Environmental Law in the Asian and Pacific Region: Approaches and Resources* (ADB, 2<sup>nd</sup> ed, 2003). Professor Koh also assisted in drafting the CEL project on Promotion of Environmental Law in China.

Some of the other IUCN projects in which she participated include the WCPA conferences in Pakse and Hong Kong, and the V<sup>th</sup> IUCN World Parks Congress, September 2003, in Durban.

Professor Koh co-chaired the Environmental Law Programme (ELP) meeting in Bonn, which discussed the IUCN Environmental Law Component Programme Plan, 2005–2008; and also the IUCN ELP planning meeting in Bonn which drafted the new CEL Mandate 2005–2008, and considered the elements for the new ELP Strategic Plan, 2005–2008.

**Institutional support:** Capacity building in environmental law is one of CEL's priorities. In this area, the institutional support Professor Koh is able to bring to the Commission is through APCEL, as its focus is capacity building (e.g. the IUCN/APCEL/UNEP training course for law professors, see above).

APCEL has worked closely not only with CEL but also with the IUCN Environmental Law Programme Asia and the IUCN Regional Biodiversity Forum. APCEL's vast network in the region and globally will provide institutional support to IUCN.

APCEL and CEL have been mutually supportive, e.g. APCEL assisted in the IUCN/IGES/ADB Symposium on "Towards a 'Second Generation' in Environmental Laws in the Asian and Pacific Region", and also in editing its proceedings.

**Future priorities for the Commission:** Professor Koh served as a member of the IUCN ELP team and also the team which drafted the Commission on Environmental Law Mandate 2005–2008. The priorities the team identified in the IUCN ELP included biodiversity loss, climate change and energy,

coastal and marine, desertification and natural resource management, ecosystem protection, soil degradation, freshwater and wetlands, and priority cross-cutting themes.

In light of the ever-growing CEL membership and its global networks (e.g. CEL-sponsored environmental law centres and the IUCN Academy of Environmental Law), CEL needs to engage its volunteer experts to the fullest potential. There is a need to strengthen CEL's existing Specialist Groups as well as establishing new ones along the lines of the priority areas in the ELP. The work of the Specialist Groups should be augmented through collaboration with the IUCN Academy of Environmental Law, IUCN-sponsored centres of environmental law, IUCN Commissions (particularly WCPA and SSC), secretariats of MEAs and other regional organizations. CEL should endeavour to be the vibrant global knowledge network for environmental law and take advantage of our Observer Status in the United Nations by adding value in influencing the development of environmental law.

**SPECIES SURVIVAL COMMISSION****Holly Dublin, USA**

**Current position:** For just over two years, Dr Holly Dublin has served as a Senior Conservation Adviser for IUCN's Eastern Africa Regional Office in Nairobi, while conducting independent evaluations and programmatic planning exercises for the Global Environment Facility, the International Finance Corporation, UNEP, WWF International and numerous other NGOs.

**Professional background:** In 2002, Holly completed twenty-years with WWF. Professionally, she "evolved" from her origins as a nascent Graduate Fellow working in the Serengeti-Mara ecosystem, to become the Project Ecologist for the Masai Mara Ecological Monitoring Programme, the Scientific Officer for Eastern Africa and finally, for many years, as a Senior Conservation Adviser for WWF's Africa and Madagascar Programme.

Holly received her BSc. from Antioch College, her MSc. from the University of Washington and her PhD from the University of British Columbia. She is a recognised and awarded conservation biologist, having started her academic career as a Fulbright Scholar and gone on to be awarded the Charles A. Lindbergh Award for Promoting the Balance of Technology and Nature, the Officer of the Golden Ark, the Chicago Zoological Society's President's Medal for Conservation Excellence, the WWF Award for Conservation Merit and numerous fellowships. She is a skilled writer and orator.

She grew up in East Africa and has been based in Kenya since 1972. Although Holly has lived abroad most of her life, she remains a U.S. citizen.

**Experience and past involvement with IUCN:** Dr Holly Dublin's association with the IUCN Species Survival Commission began thirty years ago when, as a teenager, she became a member of her first specialist group. Since that time she has gone on to be an active contributor to numerous taxonomic and topical specialist groups within the SSC. In 1992 she became the Chair of the African Elephant Specialist Group, one of the most productive and active groups of the Commission, currently with a full-time staff of six. In 1994 Holly joined the Executive Committee of the SSC and has been a dynamic participant in many of SSC's initiatives, including the development and implementation of SSC's Strategic Plan and its integration with the Intersessional Programme of the Union.

Holly has many other associations within IUCN and its Commissions as a member of the World Commission on Protected Areas, the Commission on Environmental, Economic and Social Policy and as an active contributor to the Commission on Ecosystem Management, particularly with regard to the conceptualization and operationalization of the Ecosystem Approach to the conservation of biodiversity. In 2003, she served as a member of the Commission Review Team, helping to put a series of recommendations to the Task Force on Governance, many of which have since been adopted. On the regional and national level, she has worked with IUCN's national and sub-regional offices in Africa and Asia and is a familiar colleague to many of the staff of IUCN's global programmes and initiatives, Commission members and both governmental and non-governmental members of the Union.

Holly moves with ease between the day-to-day realities and concerns of conservation practitioners and the world of international policy, its financiers and its decision-makers. She has been an active player in the Convention on International Trade in Endangered Species of Fauna and Flora (CITES) and is also experienced in the deliberations of the Convention on Biological Diversity and the Convention on Migratory Species.

**Institutional support for the position:** Holly has been successful in raising significant financial and institutional support, which will enable her to devote the majority of her time to the responsibilities of the Chair. If elected, she will join the staff of the Wildlife Conservation Society. Her time commitment and operating costs will be supported by a consortium of supporters including Conservation International, the MAVA Foundation, the Chicago Zoological Society, numerous individual members of the World Association of Zoos and Aquaria and the Wildlife Conservation Society.

**Future priorities for the Commission:** Priorities over the next four years will be to:

- restructure the Commission and its Secretariat support system to facilitate the integration of the work of SSC's members and Specialist Groups with the outputs of the SSC Strategic Plan (2001–2010) and IUCN's Key Results Areas (2005–2008);
- re-appoint the Specialist Group Chairs on the basis of criteria developed by the Consultative Group on Commissions, recommended to the IUCN Governance Task Force and later adopted by Council;
- continue to respond in tangible ways to the recommendations outlined in SSC's "2001 Study on Voluntarism" and the "2004 External Review of IUCN Commissions";
- assist in securing support for the implementation of the Species Information Service to enable it to reach its full potential;
- forge stronger and more synergistic partnerships and joint programmes of work with our "sister" Commissions, the Secretariat and with relevant institutions and individuals outside IUCN; and
- investigate the merit and feasibility of SSC hosting an international forum on species conservation.

## **WORLD COMMISSION ON PROTECTED AREAS**

### **Hermelindo Castro Nogueira, Spain**

**Current position:** Hermelindo Castro Nogueira has a Doctorate in Biological Sciences and is Professor of Ecology at the University of Almería (Spain). Currently, he holds the position of Director General of the Network of Protected Areas of the Andalusian Self-Governing Region.

**Professional background:** As a teacher, scientist and manager over the last 30 years, his career has been closely related to the issues of biological conservation and applied ecology, and especially to the planning and management of protected natural areas. He is a full professor of "Protected Natural Areas" at the University of Almería (Spain), attached to the Environmental Science Degree Course. He was the coordinator and the person responsible for initiating this degree at the University of Almería in 1994. As a result of his academic work, he has co-authored more than 30 books and guides related to the nature of the Mediterranean as well as to the Andalusian protected areas. He has produced more than 30 papers in specialized environmental journals, more than 20 papers in popular science magazines and has been responsible for ten projects in applied ecology focused

on natural resources management and nature conservation.

From the management point of view he has been Director of the Cabo de Gata-Níjar Natural Park, located in Almería (SE Spain), between 1987 and 1989; Director of the Environmental Agency of the Province of Almería (Andalusian Government 1987-1994); and from 2000 to the present, he is Director General of the Network of Andalusian Natural Protected Areas (Andalusian Self-governing Ministry). In fact, he has been an important catalyst in promoting sustainable development within the Andalusian protected natural areas as well as for the implementation of the Ecosystem Approach in the planning and management of protected nature in Andalucía, covering 2,500,000 ha, almost 30 per cent of the regional territory.

**Previous experience and involvement with IUCN:** His active involvement on behalf of protected areas within the IUCN framework has been demonstrated over the past years both through the development of his professional activity as Director General of the Network of Protected Areas of Andalucía (Spain), matching conservation policy for protected areas in the region to the recommendations and trends established by WCPA, as well as through the role he has played as a Vice-Chair of Europarc-Spain (Spanish Federation of Protected Areas) and as a Chair of the Commission on Protected Areas within the Spanish and the Euromediterranean IUCN Committees, a position that he currently holds.

Similarly, and through his triple vision, political, technical and academic, Hermelindo Castro has played a prominent role in the contribution of the Mediterranean region to the V<sup>th</sup> IUCN World Parks Congress, providing technical and logistical support as well as working in close collaboration with IUCN's Centre for Mediterranean Cooperation in the regional process since its beginnings. Likewise, he was a member of the Group of Experts in charge of providing content and structure to the Workshop on Linkages in the Landscape/Seascape at the V<sup>th</sup> IUCN World Parks Congress. Also, and within the framework of the World Parks Congress, he chaired the plenary session of the Linkages in the Landscape/Seascape Stream, in which the conceptual and technical basis of the issue were addressed.

**Institutional support:** Hermelindo Castro Nogueira, in his duties as Spanish and Euromediterranean Chair of WCPA, has been able to count on the Andalusian Regional Government's support and collaboration. In February this year, the Regional Government confirmed its wish to continue to give its total institutional support to Dr Castro to enable him to undertake the duties of Chair of WCPA, should he be elected to this position. It is expected that institutional support would be provided by other IUCN members

from Europe, the Mediterranean region and South and Central America.

#### **Future priorities for the Commission:**

- Implement a management plan for the Commission which would actively involve all the IUCN regional groups, fostering the regional work of IUCN and thus the Regional Offices, as well as promoting synergies between the different IUCN Regions for increasing the coherence within the Commission;
- Work actively with the IUCN Programme on Protected Areas;
- Give priority attention to the results of the V<sup>th</sup> IUCN World Parks Congress, especially to those that involve IUCN;
- Give special attention to strengthening the membership of the Commission, especially in those issues considered of high importance at the last World Parks Congress, such as those involving indigenous, local communities and young people from protected areas;
- Look for synergies with other IUCN Commissions, mainly with Ecosystem Management and Species Survival;
- Effectively promote the regular use of all the IUCN official languages in the framework of the Commission work.

#### **Natarajan Ishwaran, Sri Lanka**

**Current position:** Until 30 June 2004: Chief, Natural Heritage Section, World Heritage Centre, UNESCO. From 1 July 2004: Director, Division of Ecological Sciences, UNESCO.

**Professional background:** BSc. and MSc. (University of Peradeniya, Sri Lanka) and PhD (Michigan State University, USA). Teaching, research and project development and management in zoology, wildlife management and protected areas planning. More than 25 publications in refereed journals; co-author of two edited volumes. Since 1975, work experience in academic, national governmental, international intergovernmental and international NGOs, funds and foundations, and private sector relations on biodiversity and protected areas. Experience in negotiating financing for many protected areas at national, regional and international levels.

**Experience and past involvement with IUCN:** Principal investigator (1980-1982) and coordinator (1985-1986) for IUCN/WWF projects in Sri Lanka; Member, IUCN/SSC Asian Elephant Specialist Group (1985-1990), CNPPA (1986-1996) and WCPA since 1996; World Heritage Cross-Cutting Theme leader in preparations for the Durban Congress (2001-2003); World Heritage focal point for all IUCN relations in

UNESCO 1987-1993 and from 1996 till present; relationships with many WCPA Regional and Thematic (e.g. Management Effectiveness) Vice-Chairs, particularly since the mid-1990s.

**Institutional support:** UNESCO coordinates work on two important international protected area designations, i.e. World Heritage and Biosphere Reserves, and supports WCPA activities in a number of ways. Beginning 1 July 2004, Dr Ishwaran will have influence over Biosphere Reserve and World Heritage, as well as other UNESCO-wide activities linked to biodiversity conservation and protected areas. He will seek synergies with WCPA initiatives at thematic, regional, national and site levels. As part of his day-to-day work in UNESCO, he cooperates with institutions directly implicated in realizing priorities set by the Durban Action Plan and the CBD Global Work Programme on Protected Areas. If elected as WCPA Chair, he will use that recognition in combination with his networks and contacts to design and launch specific initiatives to bring benefits to the work of WCPA Thematic and Regional Vice-Chairs.

**Future priorities for the Commission:** In the first five years following Durban, the Commission should: (i) promote learning from the experience and knowledge of site-level protected area management practitioners; (ii) recognise sub-regional and regional specificities in practice and encourage close interaction between practitioners and policy and academic communities to generate new PA management principles and knowledge; and (iii) strengthen Thematic and Regional Vice-Chairs to network and generate political support and prestige for protected area management as a profession central to national and global sustainable development agendas.

### **Nikita Lopoukhine, Canada**

**Current position:** Director General, National Parks Directorate, Parks Canada Agency

**Professional background:** Nikita Lopoukhine has a Forestry Degree and a Masters in Plant Ecology. He has been employed for over 35 years with the Canadian Federal Government mostly in the capacity of advisor in ecology with Parks Canada. Prior to that position he undertook biophysical inventories of parks, coastal areas and landscapes. More recently he has managed the Ecological Integrity Branch and the National Parks Directorate of Parks Canada. These latter positions provided an opportunity to lead on policy, legislation and planning for all of Canada's national terrestrial and marine protected areas. He is fluent in English, French and Russian.

#### **Experience and past involvement with IUCN:**

- Member of WCPA over 10 years
- Regional Vice-Chair for North America – IUCN Commission on Ecosystem Management for the past three years

- Parks Canada leadership of the Governance Stream at Durban
- Member of Recommendations Committee at Durban
- Co-delivered Management Effectiveness-Ecological Integrity workshop at Durban
- Delivered the Ecological Integrity course at Durban
- Assessed the state of a World Heritage protected area in Russia
- Delivered an Ecological Restoration Workshop at the Montreal World Conservation Congress
- Expert member of potential World Heritage global Boreal sites assessment workshop
- Assessed, for the World Bank, the state of Russia's Protected Areas and recommended areas for investment
- Delivered a four-day workshop on restoration to Slovakian Government officials
- Lectured at the World Bank on the values of Protected Areas
- Past Chair of the Society for Ecological Restoration
- Canadian delegation lead on protected areas at COP 7 in Kuala Lumpur and SBSTTA in Montreal
- Fluent in English, French and Russian

**Institutional support:** After 37 years of service, he will be retiring from his position of Director General, National Parks with the Parks Canada Agency in 2005. In his retirement, he is prepared to take on the position of Chair, WCPA. Parks Canada has agreed to provide him with an office, computer, email address, fax and telephone. For additional office support he will periodically draw on government-sponsored intern programmes from a local university.

**Future priorities for the Commission:** WCPA is faced with identifying priorities within an International Framework which it had a large hand in forging. From the WSSD targets, the Durban Recommendations and Action Plan, the CBD COP 7 programme of work and the WCPA/PPA Component Programme Plan, WCPA has a plate laden with work.

The overriding priority must focus on reinforcing the value of PAs as critical contributors to the conservation of biodiversity and sustainability. Achievement will be realized through further pursuing effective management, poverty alleviation through the maximization of ecosystem services, involving indigenous and local communities, and assuring linkages to broader agendas. Financing becomes an underpinning reality that must be realized.

The number of Protected Areas has proliferated in the last decade. Yet, gaps of representation among important ecosystems, particularly in the marine, must be overcome.

The approach that will be pursued in meeting these priorities will be built on cooperation and partnerships. Good examples already exist with UNESCO –WHC, CEESP, the PPA. Further, cooperation will be pursued with CEM on implementing the EA within and beyond PA borders and in the emerging issue of ecological restoration. As well, each IUCN Regional Office will be asked to provide direct input on setting priorities. Membership will be reviewed to assure the full complement of skills is in place to meet these priorities.



**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
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## Membership Dues for 2006 to 2008

**Action Requested:** The World Conservation Congress is requested to APPROVE the proposal of Council to index membership dues annually based on the Consumer Price Index (CPI) for Switzerland published by the Swiss National Bank (the central bank of Switzerland).

### 1. Preamble

The current IUCN dues structure was adopted by the 17<sup>th</sup> General Assembly (Costa Rica, 1988) and is the result of a major revision called for by the 16<sup>th</sup> General Assembly's mandate (Madrid, 1984) to ensure IUCN's financial security and independence. In order to maintain the real value of dues, a pre-defined % increase, approved by the members at General Assemblies and World Congresses, has been used to adjust the membership dues scale for the next intersessional period.

In operation since 1988, only one minor adjustment has been made to the current IUCN dues system through the introduction of a Group "0" added to the lower end of the State membership dues scale in order to facilitate accession and to reduce the dues burden of LDC countries. This modification was approved by the 2<sup>nd</sup> IUCN World Conservation Congress (Amman 2000).

At the 2<sup>nd</sup> IUCN World Conservation Congress in Amman, the members expressed concerns about continuing the use of a pre-defined % increase and the formula no longer received the full support of the membership. Whilst the Amman Congress Finance and Audit Committee highlighted the need to maintain the real value of membership dues in order not to diminish the services rendered to members, the Committee requested the development of a new methodology on which to base future dues increases to be approved by the 3<sup>rd</sup> IUCN World Conservation Congress. It further requested that such methodology refer to a published, recognised inflation index.

To replace the pre-defined % increase, Council proposes to index membership dues annually by using the latest year to year increase of the Consumer Price Index (CPI) for Switzerland published by the Swiss National Bank (the central bank of Switzerland). The CPI is available at the time when invoices are sent to members (October to October), invoices normally being sent in October of each year for the following year.

### 2. Relevant provisions in IUCN Statutes and Regulations

Article 12 (c) (iii) stipulates that members have the obligation to respect the essential requirement to pay membership dues to the Union as prescribed in the Regulations:

Regulation 22 stipulates that "*dues for State members shall be calculated on the basis of the percentage assessed for member States in the budget of the United Nations. The Council may divide State members into groups for the setting of dues.*"

Regulation 23 stipulated that "*dues for other members shall be established by the World Congress on the proposal of the Council.*"

One of the functions of the World Conservation Congress being the establishment of the membership dues scales for the next intersessional period, Congress is invited to consider the following proposal of Council for the intersessional period of 2005–2008.

### 3. Proposed increase to maintain the real value of membership dues

In proposing an inflation index, consideration must be given to the fact that, under the provisions of the Statutes, Regulations 87 and 88, the currency in which all IUCN accounts and financial plans are established is the Swiss Franc (CHF). Membership dues are invoiced in CHF and paid in CHF at the rate of exchange prevailing on the date of transaction.

### **3.1 Methodology**

Council considered different inflation index options, assessing their advantages and disadvantages. The Swiss Consumer Price Index (CPI)<sup>1</sup> appeared to be the best proxy to maintain the real value of the membership dues income and to compensate for future inflation. (The CPI inflation rates October to October, i.e. October 1994 to October 2002 are attached as Attachment 1 for reference.)

### **3.2 Proposal for the increase of dues for the period 2006 to 2008**

Council, at its 58<sup>th</sup> Meeting on 1–3 December 2003, proposed that the current scale of dues be indexed annually by applying the latest year to year increase of the Consumer Price Index (CPI) for Switzerland published by the Swiss National Bank Documento del Congreso CGR/3/2004/X, available at the time when invoices are sent to members (October to October), invoices normally being sent in October of each year for the following year.

Council is of the view that the CPI inflation index will provide a reasonable protection for the Secretariat to maintain the expenditures as currently funded by the membership dues during the period 2005 to 2008.

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<sup>1</sup> Swiss Consumer Index (CPI) is based on consumer goods and services, e.g. food, housing, clothing, transport, health care, leisure equipment and activities, etc. in proportion to the average consumption basket of Swiss consumers. The CPI has several qualities: it is a convenient index and most people are familiar with its concept; it is transparent and reliable and produced in a timely manner: for example, as of 31 March 2003, the February 2003 index had been updated.

**Attachment I**  
**Membership Dues 2006 to 2008**

**Swiss Consumer Price Index (CPI)**

*October to October Swiss CPI:*

**Average 1993-2003 = 1.0%**  
**[peak at 3.4% in 1993 and a low of 0% in 1999]**

1993 =	3.4%
1994 =	0.4%
1995 =	2.0%
1996 =	0.8%
1998 =	0.3%
1999 =	0.0%
2000 =	1.2%
2001 =	0.6%
2002 =	1.2%
2003 =	0.5%

## Attachment II

### Membership Dues 2006 to 2008

#### 1. MEMBERSHIP DUES SCALES

The tables below show the membership dues scales for 2005 for each category of members, as approved by the Amman Congress in 2000. As proposed in Council paper UC.58/2003/8, membership dues will be indexed annually as from 2006. The Swiss CPI has been historically low and relatively stable, averaging 1.04% over the period 1993 to 2003.

##### 1.1 STATES

Dues Groups	2005
0	2,143.00
1	2,143.00
2	2,143.00
3	2,143.00
4	2,143.00
5	3,212.00
6	4,913.00
7	6,714.00
8	8,007.00
9	10,740.00
10	13,426.00

##### Calculation of dues

Dues for State members are calculated on the basis of the percentage assessed for member States in the budget of the United Nations (IUCN Statutes, Regulation 22). The 11 dues groups are determined in accordance with a sliding scale established by IUCN based on the UN assessment rates. By way of example, an IUCN State member that, as a UN member, contributes between 0.001% and 0.009% to the UN budget, is assigned to IUCN dues Group "0", whereas an IUCN State member that contributes between 1.32% and 2.59% to the UN budget is assigned to IUCN dues Group 8. Refer to Attachment III for List of countries.

#### 2. GOVERNMENT AGENCIES

Government agencies are divided into two groups, i.e. A and B:

Group A includes government agencies of a country where the State IS a member of IUCN and Group B includes government agencies of a country where the State is NOT a member of IUCN.

#### 2.1 GOVERNMENT AGENCIES GROUP A\*

Dues Groups	2005
0	7,036
1	14,072
2	28,148
3	46,550
4	71,379
5	107,066
6	163,795
7	223,782
8	266,815
9	358,049
10	447,563

##### Calculation of dues

Membership dues for a government agency where the State IS a member of IUCN are 3% of those of the State rate.

EXCEPTION: Government agencies in Groups 0 to 3 pay the same amount of dues as government agencies in Group 4.

#### 2.2 GOVERNMENT AGENCIES GROUP B\*

Dues Groups	2005
0	3,518.00
1	3,518.00
2	7,038.00
3	11,638.00
4	17,844.00
5	26,767.00
6	40,948.00
7	55,946.00
8	66,703.00
9	89,513.00
10	111,890.00

##### Calculation of dues

In a country where the State is NOT a member of IUCN, each government agency member pays 25% of the amount of dues payable if the State member were a member.

EXCEPTION: Government agencies in Group 0 pay the same amount as those in Group 1.

\*For a government agency the dues group is the same as that of the State within which it is located.

**3. CATEGORIES B (C) AND B (D):  
NATIONAL AND INTERNATIONAL  
NON-GOVERNMENTAL  
ORGANIZATIONS**

Dues Group	Operating expenditures in US dollars	2005
1	Up to 100,000	404.00
2	100,000 to 500,000	647.00
3	500,000 to 1 M	1,213.00
4	1M to 2 M	2,428.00
5	2M to 4M	4,854.00
6	4M to 6M	8,089.00
7	6M to 8M	11,325.00
8	8M to 10M	14,561.00
9	Over 10M	19,415.00

Calculation of dues

NGO and INGO dues scales comprise nine different dues groups which are linked to an organization's operating expenditure. The latter is defined as those expenses arising in the course of ordinary activities of the organization and which are considered to be recurrent annual expenditures. Operating expenditures do not include one-time investments and/or major project expenditures such as donor-funded projects. Applicant and/or member organizations are requested to provide appropriate financial information so that the IUCN Secretariat may determine the dues group of an NGO or INGO.

**4. CATEGORY C (E) AFFILIATES**

Dues Groups	2005
None*	2,428.00

Calculation of dues

\* The amount of membership dues payable by affiliate members is a fixed sum equal for all affiliates.

## Attachment III

### List of Countries (Assessments for 2006 – 2008)

IUCN Assessments for 2002–2005 based on UN scale of assessments for the period 2001 to 2003.

#### **Group 0**

Afghanistan  
Albania  
Andorra  
Angola  
Antigua and Barbuda  
Armenia  
Azerbaijan  
Barbados  
Belize  
Benin  
Bhutan  
Bolivia  
Bosnia  
Herzegovina  
Burkina Faso  
Burundi  
Cambodia  
Cameroon  
Cape Verde  
Central African Republic  
Chad  
Comoros  
Congo  
Congo Democratic Republic  
Côte d'Ivoire  
Djibouti  
Dominica  
Equatorial Guinea  
Ethiopia  
Fiji  
Gambia  
Georgia  
Ghana  
Grenada  
Guinea  
Guinea-Bissau  
Guyana  
Haiti  
Holy See Honduras  
Jamaica  
Jordan  
Kenya  
Korea, Democratic People's Republic  
Kyrgyzstan  
Lao P.D.R.  
Lesotho  
Liberia  
The Former Yugoslav Republic of Macedonia  
Madagascar  
Malawi  
Maldives  
Mali

Mauritania  
Moldova  
Mongolia  
Mozambique  
Namibia  
Nauru  
Nepal  
Nicaragua  
Niger  
Papua New Guinea  
Rwanda  
Samoa  
San Marino  
Sao Tomé et Príncipe  
Senegal  
Seychelles  
Sierra Leone  
Solomon Islands  
Somalia  
St. Kitts and Nevis  
St. Lucia  
St. Vincent and the Grenadines  
Sudan  
Suriname  
Swaziland  
Tajikistan  
Tanzania  
Togo  
Tonga  
Turkmenistan  
Tuvalu  
Uganda  
Vanuatu  
Yemen  
Zambia  
Zimbabwe

#### **Group 1**

Bahamas  
Bahrain  
Bangladesh  
Botswana  
Brunei Darussalam  
Bulgaria  
Costa Rica  
Croatia  
Cuba  
Cyprus  
Dominican Rep.  
Ecuador  
El Salvador  
Estonia  
Gabon  
Guatemala  
Iceland  
Kazakhstan  
Latvia  
Lebanon

Liechtenstein  
Lithuania  
Malta  
Mauritius  
Monaco  
Morocco  
Myanmar  
Panama  
Paraguay  
Qatar  
Serbia & Montenegro  
Slovakia  
Sri Lanka  
Trinidad and Tobago  
Tunisia  
Uzbekistan  
Viet Nam

#### **Group 2**

Algeria  
Libya  
Nigeria  
Oman  
Pakistan  
Romania  
Ukraine  
Uruguay

#### **Group 3**

Egypt  
Luxembourg  
Peru  
Philippines  
Slovenia  
Syria Arab Republic

#### **Group 4**

Chile  
Colombia  
Czech Republic  
Hungary  
Iraq  
Kuwait

#### **Group 5**

India  
Indonesia  
Iran  
Ireland  
Malaysia  
New Zealand  
Poland  
Thailand  
United Arab Emirates  
Venezuela

#### **Group 6**

Finland  
Greece  
Israel  
Norway  
Portugal  
Saudi Arabia  
Singapore  
South Africa  
Turkey

#### **Group 7**

Argentina  
Austria  
Belgium  
Denmark  
Mexico  
Russian Federation  
Sweden

#### **Group 8**

Australia  
Brazil  
Canada  
China  
Korea, Republic of  
Netherlands  
Spain

#### **Group 9**

Italy

#### **Group 10**

France  
Germany  
Japan  
Switzerland  
United Kingdom  
United States

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**The IUCN Programme  
2005–2008**

**Action Requested:** The World Conservation Congress is requested to APPROVE the IUCN Programme 2005–2008.

**Background**

1. The planning process for the new IUCN Programme effectively began in early 2003, when a series of global and regional analyses of socio-economic and environmental trends were initiated to inform the planning process for the development of the new IUCN Programme. In addition, a review of lessons learned from the current programme was also undertaken.
2. During the second quarter of 2003, a draft IUCN programme framework was developed in a joint exercise with senior Secretariat staff and Commission focal points, which sets the overall context for the next IUCN Programme along with revised Key Result Areas and intersessional results. The planning processes which ensued amongst the Commissions, thematic and regional programmes allowed for extensive review and interaction with members, Commission members and partners so as to enable them to engage

directly in the preparation of individual component programmes and the IUCN Programme. Particular emphasis was placed on member consultation and participation within the planning process. A variety of mechanisms were employed to ensure the greatest possible involvement of members in all regions in the development of the Programme, including member meetings, interviews, questionnaires and web-based discussion “portals” amongst other approaches.

3. The draft IUCN Programme incorporates input from all of these processes, including that received from the Programme and Policy Committee during the 58<sup>th</sup> and 59<sup>th</sup> Meetings of the IUCN Council.

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## Proposed Mandates for IUCN Commissions

**Action Requested:** The World Conservation Congress is requested to CONSIDER and APPROVE the proposed Mandates for the IUCN Commissions for the period 2005–2008.

### Background

1. According to Article 69 of the Regulations, *"the mandate of each Commission, including name, mission and terms of reference, shall be established by the World Congress"*. In addition, Article 70 states that *"prior to each ordinary session of the World Congress, the Council shall review the terms of reference and the activities of each Commission"*.
2. Draft mandates for the six IUCN Commissions have been developed by the Commissions themselves, in consultation with the Secretariat focal points for the Commissions, taking into consideration the Report of the Evaluation of the IUCN Commissions tabled during the 60<sup>th</sup> Meeting of the IUCN Council. The Commission mandates have also been developed within the context of the Draft IUCN Programme 2005–2008, and thus are closely integrated with the Programme.



# Commission on Ecosystem Management

## Draft Mandate 2005–2008

### 1. Mission

To provide expert guidance on integrated approaches to the management of natural and modified ecosystems to promote biodiversity conservation and sustainable development.

Consequent to the adoption of the “one IUCN program” concept, the CEM will work with the Regional and Global Thematic Programmes (e.g. Ecosystem Management, Water & Wetlands, Forest Conservation and Marine) at project, country, regional and global levels. Synergies with other Commissions will be a strong component of the CEM strategy.

### 2. Vision

Healthy ecosystems support life and sustain development.

### 3. Goal

Integrated Ecosystem Management approaches mainstreamed worldwide.

### 4. Objective

To promote the adoption of, and provide guidance for, the application of the Ecosystem Approach in the management of landscapes and seascapes.

### 5. Priorities

The Commission on Ecosystem Management will work on four priority areas:

- **Promoting and facilitating implementation of the Ecosystem Approach:** The Ecosystem Approach is eminently suitable for engaging with a variety of stakeholders and sectors to promote biodiversity conservation in multiple use land and seascapes. It emphasises the maintenance of ecosystem functions that are essential for supporting human livelihoods as well as biodiversity. The Ecosystem Approach also has a strong focus on adaptive management, which is key in the face of global change, and on linking local and higher scales, which is essential to achieve measurable impacts and lock in the necessary policy and institutional reforms. The Parties to the Convention on Biological Diversity have recently reaffirmed the importance of the application of the Ecosystem Approach, both inside and outside protected areas, for achieving conservation and sustainable use of biodiversity, and equitable sharing of its benefits (CBD decision VII/11). CEM will work to produce practical guidance for implementation of the

Ecosystem Approach in a variety of geographic and sectoral contexts.

- **Establishing a capacity for Ecosystem Restoration:** Restoration and rehabilitation are gaining in importance as remaining habitats become increasingly degraded, compromising the ability of ecosystems to deliver the services on which people depend. CEM will work in partnership with other scientific organizations such as the Society for Ecological Restoration International (SERI), the Society for Conservation Biology and other members and partners of IUCN to develop affordable, socially acceptable and scientifically sound restoration methods that can be applied at various levels in both developed and developing countries. We believe that Ecosystem Restoration is a legitimate tool for biodiversity conservation that will contribute towards achieving the Millennium Development Goals.
- **Development and application of indicators of Ecosystem Status:** Indicators of Ecosystem Status are vital tools for decision makers with respect to assessing development and biodiversity conservation options. They are also needed to assess whether or not ecosystem management and restoration efforts are achieving their stated goals, both in terms of their biodiversity and human well-being objectives. CEM will continue to work with partners, especially with scientists involved in the Millennium Ecosystem Assessment Project, in order to clearly identify these indicators.
- **Development and communication of Ecosystem Management Tools:** CEM will work with various partners to develop, popularize and disseminate relevant tools for use by ecosystem managers. These may be in the form of training courses, guidebooks, manuals, toolkits, videos etc. Tools also include relevant technologies such as remote sensing data and imagery and various instruments that may be used in studying, monitoring and managing ecosystems.

### 6. Expected results

CEM will strive to fulfil its mission through innovative and cross-cutting activities in cooperation with members, other Commissions, outside scientific organizations and technical networks as an integrated part of the IUCN Programme. CEM will collaborate with IUCN component programmes and Commissions in a number of forms, including but not necessarily limited to working with:

- (a) biome programmes to engage with government and private sector to integrate ecosystem management in sector management approaches;
  - (b) regional and global programmes to identify and carry out Ecosystem Approach and Ecosystem Restoration case studies and develop Ecosystem Management Tools;
  - (c) SSC on conceptual development of Ecosystem Status indicators;
  - (d) CEESP on the development of practical linkages between ecosystem management and poverty eradication;
  - (e) WCPA to foster the concept of “Benefits Beyond Boundaries”, e.g. through the application of the Ecosystem Approach to the management of protected area networks (CBD decision VII/28);
  - (f) Work with CEL in mainstreaming the Ecosystem Approach into national legislation and multilateral environmental agreements;
  - (g) Work with CEC to communicate and disseminate CEM’s products.
- (b) *Regional Vice-Chairs and Theme Leaders:* Regional Vice-Chairs are appointed to achieve a geographical representation that is closely related to the IUCN programmatic regions (*which do not necessarily match with IUCN Statutory Regions*) as well gender, ethnic and expertise diversity. Regional Vice-Chairs liaise with Commission and IUCN members in their region, and with the Regional Secretariat focal points. Theme Leaders direct efforts by interested Commission members for each of the four priority areas.
  - (c) *Members:* CEM will further build its membership to make it more representative in professional, geographic and gender terms. Members will be encouraged to form thematic task forces, networks and working groups to implement the CEM programme and address emerging issues. Increasingly, CEM will “grow” through collaborative work with strategically chosen partners rather than through growth in the number of individual members. This will give rise to *Affiliate Memberships* in the form of organizations and learned societies joining forces with CEM.
  - (d) *HQ and Regional focal points:* At least one designated HQ staff expert will liaise with other relevant HQ staff to support the work of the Commission. In addition, each IUCN regional office will nominate a focal point to liaise with and support regionally based CEM activities.

## 7. Structure and organization

- (a) *Chair, Deputy Chair and Steering Committee:* The Commission is led by the Chair, who is elected by IUCN members at Congress. The Chair is supported by a Deputy Chair and Steering Committee, appointed by the Council on recommendation of the Chair. The Steering Committee comprises Regional Vice-Chairs, Theme Leaders, Heads of relevant IUCN Global Programs and any others as deemed necessary from time to time.

## Commission on Education and Communication

### Draft Mandate 2005–2008

#### 1. Mission

To champion the strategic use of communication and education, and provide leadership in creating an institutional locus for learning which will help *to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable.*

#### 2. Goal

To foster leadership in conservation and sustainable development by innovating, guiding and assisting in the strategic use of knowledge, capacity development, learning, education and communication as means to plan and implement policy, programme and management objectives.

#### 3. Priorities

- Guide the planning and development of the World Conservation Learning Network as an IUCN-wide initiative linking to other knowledge initiatives of IUCN (including PALNET, ECOLEX and SIS) and providing learning opportunities for natural resource and development professionals;
- Advocate for the Decade on Education for Sustainable Development and the environmental conventions' work programmes on communication, education, participation, awareness and capacity development and support regional initiatives;
- Generate knowledge and provide capacity development on effective education, participation, communication and learning, based on research and practice, through training, mentoring, access to the network, the website, and other suitable means;
- Provide IUCN programmes and networks with advice to guide the generation, analysis, construction and communication of knowledge to effectively achieve strategic objectives;
- Advocate for the integration of communication, education and learning in the work of IUCN programmes, Commissions, and members as a means for empowerment, and support follow-up to the V<sup>th</sup> IUCN World Parks Congress recommendations on capacity development and communication.

#### 4. Objectives

- (a) **Leadership in Sustainable Development:** By 2008 the World Conservation Learning Network is operational with practical courses for professional development, drawing on knowledge within the Union, key stakeholders and universities as partners in the initiative. (KRA 5.3E)

- (b) **Advocacy:** By 2008 IUCN is a recognised source of knowledge and motivation to support a programme for communication, education, participation and awareness (CEPA) linking the major environmental conventions with regional agreements and the Decade on Education for Sustainable Development (ESD), and IUCN is a major partner in ESD and CEPA work programs. (KRA 4.3)

- (c) **Empowerment:** By 2008 IUCN Global and Regional Programmes are supported to develop capacity in environmental and sustainable development education and communication in order to promote learning and to empower stakeholders to participate in achieving IUCN's mission. In the IUCN project and programmes, strategic communication planning is integrated in the inception phase. (KRA 6.5)

#### 5. Expected results

- (a) the World Conservation Learning Network is recognised as a wide initiative and an institutional locus for learning in IUCN;
- (b) guidance is provided for the development and cultural adaptation of twenty five e-learning courses arising from collaboration with IUCN regional and global programmes, Commissions and relevant external partners, as a contribution to the IUCN World Conservation Learning Network;
- (c) partnerships are developed and managed with 100 universities and institutes to form the World Conservation Learning Network;
- (d) one programme element from Wetlands, from the Water and Nature Initiative, Ecosystem Management, the IUCN poverty-focused conservation initiative, and species conservation, at the regional or global level, is advised on how to effectively use strategic participatory communication and has integrated strategic communication in the inception phase of the program;
- (e) CEC has made available, on the website, a database of good practice, research findings and innovation in the fields of communication, participation, awareness and education as a support to project and programme design, to the Conventions and the Decade of Education for Sustainable Development;
- (f) Commission members are regularly informed about CEC's work and at least 30% can show some engagement in the IUCN Programme.

## **6. Structure and organization**

CEC is a global network of professionals active in the areas of communication, education and learning management. The Chair nominates, for IUCN Council approval, a Deputy Chair and the Steering Committee, composed of leaders of the main areas of work of the Commission, and representatives of partner organizations. The Steering Committee will be responsible for optimal organization of the programme, finances, monitoring and evaluation of CEC and produce a yearly work plan, showing areas of cooperation with regional, global and Commission programmes of the IUCN Programme. The Steering Committee will approve the by-laws of the Commission. A CEC Bureau will take decisions in periods between the Steering Committee meetings. CEC member applicants must bring specific knowledge, experience or networks to one of the Commission's strategic areas and the Commission will work towards a regional and gender balance in its membership and leadership.

The global Secretariat's Environmental Communication & Education Programme will support the Commission's programme and network and support the Commission's work with various components of the IUCN Programme, including that of Commissions. At the global level a minimum of two staff will be provided to support the Commission and regional secretariat offices will have nominated focal points to support the CEC regional programmes.

## **Commission on Environmental Law (CEL)**

### **Draft Mandate 2005–2008**

#### **1. Mission**

To advance sustainability through the development of legal and policy concepts and instruments, and through building the capacity of societies to develop and implement environmental law and policy, in furtherance of the IUCN Mission.

#### **2. Goals**

To influence, encourage and assist societies throughout the world toward attaining conditions where:

- a) international and national laws, policies and institutions have evolved through the development of ethical and legal concepts, instruments and synergies to advance sustainable development;
- b) in every country, governments and stakeholders have the capacity to actively participate in the international policy debate, to implement what is agreed through coordinated policies, laws and institutions that respect the rule of law, and to ensure effective compliance and enforcement;
- c) in every country, governments and stakeholders have ready access to knowledge and information on laws and policies relating to sustainable development, including the conservation of nature and natural resources.

#### **3. Objectives**

CEL undertakes its Mission primarily through engaging its legal and policy expertise to:

- a) engage members and partners to create robust knowledge networks;
- b) advise governments and stakeholders at all levels on how to establish and employ law and policy to ensure that any use of natural resources is equitable and ecologically sustainable;
- c) innovate and promote new or reformed ethical and legal concepts and instruments that conserve nature and natural resources and reform patterns of unsustainable development;
- d) build the capacity in all regions to encourage, establish, implement and enforce environmental law effectively;
- e) provide education, information and knowledge on law and policy necessary to effectively achieve its goals.

#### **4. Priorities**

CEL implements its objectives through programme priorities, each of which will be addressed by the CEL membership, its network of collaborating centres of

environmental law and partners, the IUCN Academy of Environmental Law and the staff of the IUCN Environmental Law Centre (ELC) in an integrated way:

- a) *Strengthen Specialist Groups* – Strengthen the use of Specialist Groups to advance and implement the IUCN Programme with a particular emphasis on priority thematic areas including biodiversity loss, climate change and energy, coastal and marine, desertification and natural resource management, ecosystem protection, protected areas, soil degradation, freshwater and wetlands, and priority cross cutting themes such as indigenous peoples issues.
- b) *Recognise collaborating centres of environmental law* – Continue to recognise and support collaborating centres of environmental law and to collaborate with these centres and other partners in delivering the IUCN Programme, as appropriate.
- c) *Support the IUCN Academy of Environmental Law* – Support and promote the IUCN Academy as the world's leading network of academic institutions and individuals in support of the IUCN Mission and Programme.
- d) *Provide technical assistance* – Collaborate with all components of IUCN and its partners to develop national or local legislation and policy in support of the IUCN Mission and Programme and means for its implementation.
- e) *Promote 'good governance' and the rule of law* – Work with governments, UN institutions and other stakeholders to encourage and promote 'good governance' and institutions to respect the rule of law, including through making best use of IUCN's UN observer status.
- f) *Support the Judiciary* – Work with the judiciary and relevant institutions, both international and national, to support its capacity to enforce and develop the rule of law and engage in environmental dispute settlement, in cooperation with others.
- g) *Promote synergies among MEAs* – Work with the secretariats of priority multilateral environmental agreements, governments and stakeholders, and with other conventions, agreements and processes to identify and promote synergies amongst conventions and the IUCN Mission and Programme.

- h) *Strengthen legal foundations of conventions* – Work with IUCN Commissions and Specialist Groups in strengthening the implementation, compliance and enforcement of priority conventions including the World Commission on Protected Areas (the World Heritage Convention) and the Species Survival Commission, (Convention on International Trade in Endangered Species), etc.
- i) *Promote and enhance international legal instruments* - Advance the IUCN Draft Covenant on Environment and Development, in coordination with the Earth Charter, further promote the Aarhus Convention, the African Convention and the Alpine Convention and provide expertise to develop or enhance new instruments such as those on environmental impact assessment, prior informed consent, persistent organic pollutants, etc.

## 5. Expected Results

CEL will contribute to achieving the Intersessional Results included within the IUCN Environmental Law Programme Component Programme Plan 2005–2008.

## 6. Structure and Organization

In order to implement these objectives during 2005-2008, CEL will enhance its structure under the CEL Bylaws and IUCN Statutes and Regulations, with the following priorities:

- a) ensure gender balance and full geographic representation from all regions on the Steering Committee;

- b) ensure that CEL actively recruits members to provide CEL expertise globally and in all regions on priority thematic areas and cross cutting themes of the IUCN Programme;
- c) create a network of Specialist Groups to address priority thematic areas and cross cutting themes and to ensure coordination with the ELC and other components of IUCN;
- d) enlist CEL members in a matrix management system with the ELC secretariat to ensure that the priorities are addressed in a way that integrates the full expertise and resources of the ELC and CEL;
- e) promote regional implementation of the IUCN Programme by entering into agreements with partners, including recognised collaborating centres of environmental law, as appropriate;
- f) integrate CEL experts in information technology and the Internet with the work of the ELC, including its work on ECOLEX;
- g) establish a written integrated strategic plan for the IUCN Environmental Law Programme, ensuring effective collaboration between CEL, other Commissions, the ELC and other components of IUCN;
- h) in pursuing its mandate, liaise closely with other Commissions and integrate its work within the IUCN Programme.

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

### Draft Mandate 2005–2008

#### 1. Mission

To contribute to the IUCN Mission by providing insights and expertise on ways to harmonize biodiversity conservation with the crucial socio-economic and cultural concerns of human communities, such as livelihoods, poverty eradication, development, equity, human rights, cultural identity, security and the fair and effective governance of natural resources.

#### 2. Objectives

- (a) To identify, articulate and learn from policy and practice that reconcile biodiversity conservation with the crucial socio-economic and cultural concerns of human communities, including mobile and other indigenous peoples.
- (b) To foster a holistic approach to conservation, embracing complexities and promoting dialogue within IUCN among perspectives and disciplines based on different kinds of values, knowledge and achievements and on the experiences of different societies and communities.
- (c) To enhance the capacity of IUCN and its members and partners to influence values, institutions, policies, practices, development approaches and socio-economic activities towards biodiversity conservation and the sustainable and equitable management of natural resources.
- (d) To provide effective advice in support of IUCN's efforts towards policy and practice that reconcile biodiversity conservation with the crucial socio-economic and cultural concerns of human communities.

#### 3. Priorities

- **Governance of natural resources, equity and human rights** – *Objective: Improved governance of natural resources-- achieving more effective and equitable conservation while respecting human rights.* Activities will focus on promoting good governance policy and practices that ensure the respect of human rights, combining various governance types to enhance conservation in the landscape and seascape, fostering the equitable sharing of the costs and benefits of conservation, and strengthening the natural resource management and conservation systems of local communities and mobile and other indigenous peoples. Building upon the achievements of its Collaborative Management Working Group, CEESP will work in close collaboration with the

IUCN Senior Advisor on Social Policy, the IUCN Policy, Biodiversity and International Agreements unit and other Commissions (e.g. WCPA for TILCEPA, the existing joint Theme on Indigenous and Local Communities, Equity and Protected Areas; and CEL, WCPA and others for a possible joint Theme on Governance of Natural Resources as per Recommendation V.17 of the V<sup>th</sup> IUCN World Parks Congress).

- **Economics, Markets, Trade and Investment** – *Objective: Improved coherence and mutual supportiveness among economic policy and trade, market dynamics and biodiversity conservation.* Activities will focus on knowledge and capacity building through the provision of information and research, and through the facilitation of dialogue within the IUCN community while also addressing the economic community. CEESP will further promote an enhanced understanding of the mechanisms linking the world economic system, the trade-aid-security connections and conservation. CEESP will continue to provide information to IUCN offices, members and partners on the interface between international trade rules and biodiversity and will work in close collaboration with the IUCN Policy, Biodiversity and International Agreements unit and with the IUCN Senior Advisor on Economics.
- **Sustainable Livelihoods and Pro-poor Conservation** – *Objective: Improved coherence and mutual supportiveness among initiatives for biodiversity conservation, poverty eradication and sustainable livelihoods.* Activities will focus on pro-poor conservation, conservation-coherent poverty eradication, food sovereignty, improved knowledge and awareness of the links between conservation, impoverishment and undermining of livelihoods, agro-ecology, human-wildlife conflicts, and, accountability of the private sector. CEESP will develop and disseminate lessons learned for integrating the conservation of biodiversity with the eradication of poverty, with an emphasis on both human rights and the ecosystem approach. It will provide on-going assistance to the IUCN Policy, Biodiversity and International Agreements unit to spearhead the pro-poor conservation initiatives of the Union, and sustain a privileged relationship with the Sustainable Use Specialist Group of SSC and close collaboration with the Senior Advisors on Social Policy and on Economics.

- **Culture and Conservation** – *Objective: Improved knowledge, policy and practice linking cultural and biological diversity, distancing their common threats and strengthening their common opportunities.* Activities will focus on an improved understanding of the synergy between cultural diversity and biological diversity and on how this may be harnessed and applied towards shared values, tools, mechanisms and processes that enhance conservation and promote a more sustainable and equitable use of natural resources. CEESP will work on this in close consultation with the IUCN Senior Advisor on Social Policy and the IUCN Focal Point on Indigenous Peoples.

#### 4. Cross-cutting priorities

- **Environment and Human Security** – *Objective: Concrete methods and tools to contribute to human security while preserving biodiversity.* CEESP will collaborate with the Senior Advisor on Social Policy on the development and adoption of conflict impact assessment tools for conservation activities and the integration of conservation in post-conflict reconstruction. It will also seek an improved understanding of the contribution of conservation activities to peace and the reduction of human vulnerability to natural disasters.
- **Environmental and Social Responsibility of the Private Sector** – *Objective: Concrete methods and tools to achieve corporate environmental and social responsibility.* CEESP will collaborate with the Business and Biodiversity Programme of IUCN on methods and tools to strengthen the capacity of the private sector (e.g. extractive industries) to become environmentally and socially accountable in its field-based work. As part of this, it will promote the engagement of civil society in context-specific, long-term, constructive processes.

#### 5. Structure and organization

- Members:** The Commission will continue to seek a diversified membership, balanced in terms of gender, geographical region, discipline and culture. It will include some of the world's foremost conservation and sustainable development practitioners, relevant social scientists, economists, experts representing major conservation and development organizations, as well as traditional community leaders and young professionals with proven concern and capacities in sustainable development at the community, national and international level. Membership will include not only individual professionals but also relevant organizations and networks. The broad scope of work of the Commission requires the extension and strengthening of its capacity, which will be pursued through increased membership and active fundraising on the basis of the achievement of the Commission in its most recent intersessional period.
- Governance:** The Commission's Steering Committee is composed of the CEESP Chair and Deputy Chair, the Vice-Chairs responsible for Themes and Working Groups (related to the programme priorities), the Regional Vice-Chairs and the members responsible for a Task Force. Members are also called to the Steering Committee as Focal Points (such as for Gender issues). To help achieve better integration of the Commission, an overlap is expected among Regional Vice-Chairs and other charges (e.g. Head of Task Force, Theme Vice-Chair and Focal Point). The Executive Committee is composed of the Chair, Deputy Chair and the four Thematic Vice-Chairs, with relevant other members invited *as appropriate*.
- Organization of work:** In consultation with the Steering Committee, the Chair may establish additional Themes and Working Groups to address specific elements of the IUCN Programme, collaborating with other relevant actors in the Union. The Chair may appoint Task Forces to deal with specific short-term assignments.



# World Commission on Protected Areas (WCPA)

## Draft Mandate 2005–2008

### 1. Mission

To promote the establishment and effective management of a worldwide representative network of terrestrial and marine protected areas, as an integral contribution to the IUCN Mission.

### 2. Goal

To ensure that protected areas effectively meet their management objectives and in particular support the conservation of biological diversity and the provision of ecological goods and services, while providing opportunities for sustainable development when appropriate.

### 3. Objectives

WCPA, in close cooperation with PPA, will seek to achieve this mission by focussing on five objectives over the 2005–2008 period:

- (a) The role of protected areas in biodiversity conservation and sustainable development is effectively fulfilled.
- (b) Representative systems of terrestrial and marine protected areas are established.
- (c) The effectiveness of management of terrestrial and marine protected areas is improved and assessment methods applied.
- (d) Local communities and indigenous peoples are more effectively involved and engaged with protected areas.
- (e) WCPA is effectively managed, including financial accountability and reporting.

### 4. Expected results

#### ***4.1. The role of protected areas in biodiversity conservation and sustainable development is effectively fulfilled***

4.1.1 Protected areas systems more effectively linked with the surrounding landscape and seascape.

4.1.2 Global capacity development initiative for protected areas, including PALNet, developed and implemented.

4.1.3 Values of ecological services from protected areas more effectively assessed and factored into decision making and poverty reduction strategies.

4.1.4 Effective contribution provided by IUCN/WCPA to the implementation of the CBD programme of work on protected areas.

4.1.5 IUCN input to the World Heritage Convention effectively managed to enhance the role of the Convention in biodiversity conservation.

#### ***4.2. Representative systems of terrestrial and marine protected areas continue to be established.***

4.2.1 Protected area status and trends at national, regional and global levels monitored and reported.

4.2.2 Global gaps in PAs biodiversity coverage in all ecoregions identified and filled at global, national and regional levels.

4.2.3 Common frameworks and targets for achieving representative protected area systems established, promoted and applied.

4.2.4 Representative network of marine protected areas established and effectively managed, by 2012, as a contribution towards the WSSD Targets regarding marine conservation.

4.2.5 Representative network of mountain protected areas established and effectively managed to ensure their continued contribution to ecological services.

#### ***4.3. The effectiveness of management of terrestrial and marine protected areas is improved and assessment methods applied.***

4.3.1 Global Initiative on Management Effectiveness of Protected Areas implemented.

4.3.2 IUCN System for PAs Management Categories recognised as the international framework for protected areas, including national data collection and reporting to the CBD Secretariat on protected areas.

#### ***4.4. Local communities and indigenous peoples are more effectively involved and engaged with protected areas.***

4.4.1 Role of indigenous peoples and local communities in establishing and managing PAs recognised by national governments, including through incorporation of Community Conserved Areas (CCA) in national systems of protected areas.

4.4.2 Global Initiative on the Cultural and Spiritual values of Protected Areas implemented.

4.4.3 Improved methods available for the planning and establishment of Community Conserved Areas (CCA) and other conservation areas managed by indigenous peoples and local communities.

4.4.4 Mechanisms for the equitable sharing of the benefits of protected areas with indigenous peoples and local communities in place.

#### **4.5. The Programme on Protected Areas and WCPA are effectively managed.**

4.5.1 WCPA Strategic Plan revised to include WPC and WCC3 input on PAs global trends and challenges.

4.5.2 WCPA Business Plan prepared and implemented.

4.5.3 Capacity of PPA/WCPA enhanced to ensure effective management and full accountability of financial and human resources.

4.5.4 PPA/WCPA Communication Strategy revised, updated and implemented.

#### **4.6. Structure and organization**

WCPA has 1400 members from 140 countries. Members are organized by region and/or theme. WCPA is led by the Steering Committee upon which are represented 16 Regional Vice-Chairs and 10 Thematic Vice-Chairs. The Steering Committee meets annually and decisions are taken between Steering Committee meetings by the WCPA Executive comprising the Chair, Deputy Chairs and the Head of the Programme on Protected Areas. Membership of the Commission will be revised in 2005 with a view to improve regional performance and to achieve gender and geographic balance.

To achieve these key results, WCPA's strategy will be build around the *following priorities*. These will be addressed by the WCPA network and the Protected Areas Programme of IUCN in an integrated manner:

- **Shaping the world's protected areas agenda for the 21<sup>st</sup> century.** The key action is to ensure effective follow-up of key recommendations of the V<sup>th</sup> IUCN World Parks Congress and to support implementation of WCC3 recommendations on protected areas issues. The World Protected Areas Leadership Forum will be a key mechanism to promote implementation of these recommendations at the national level.
- **Adapting to global change.** WCPA views global change as one of the most significant factors affecting protected areas in the 21<sup>st</sup> century. Such change is at various levels: biophysical, socio-economic and institutional. The role of WCPA will be to increase the understanding of the protected area community including key stakeholders on the challenges and opportunities associated with global change.
- **Reinforcing WCPA as the world's Protected Area Learning Network.** Particular priority will be on development of the Protected Area Learning Network (PALNet), which will aim to ensure that information is available to key stakeholders in a form that is most appropriate and suitable for their needs.
- **Connecting protected areas to social and economic concerns.** Priority will be placed on promoting the role of protected areas in the

broader landscape as part of integrated land and water management. Particular focus will be on the promoting of trans-boundary protected area initiatives and of encouraging learning in relation to integrated protected area and landscape management projects. A particular focus will be on joint work with the Commission on Ecosystem Management (CEM) in relation to ecological corridors, mountain conservation and sustainable development initiatives.

- **Addressing biomes of global concern.** WCPA will focus on two priority biomes during the 2005–2008: *Marine and Mountains*. In the marine field, WCPA will provide policy and applied management guidance on marine protected areas, including in the high seas, and will provide input to appropriate global forums towards the objective of achieving the WSSD targets relating to the establishment of marine protected area systems. WCPA work on mountains will focus on the role of mountain corridor conservation initiatives in promoting ecosystem management and sustainable development.
- **Improving the effectiveness of management of terrestrial and marine protected areas.** WCPA will accelerate work on a global initiative on management effectiveness of protected areas and developing and promotion of minimum standards and indicators for evaluation systems. This will include work on the enhanced application of the IUCN Protected Area Category System.
- **Enhancing the involvement of local communities and indigenous peoples in protected areas.** The involvement of indigenous peoples and local communities in protected areas was a major area of emphasis at the Durban World Parks Congress. WCPA will focus on this work during the 2005–2008 period in cooperation with the Commission on Environmental, Economic and Social Policy (CEESP). Work will focus on lessons relating to involvement of indigenous peoples and communities as well as on the cultural and spiritual values of protected areas.
- **Support to Key International and Regional Agreements:** WCPA, in close coordination with PPA, will continue to provide technical support to the implementation of the UNESCO's World Heritage Convention; to the Convention on Biological Diversity particularly focused in providing technical and policy guidance to governments on the implementation of the CBD Programme of Work on Protected Areas.
- **Regional Programmes.** WCPA will continue to develop action plans for each of its regions. Priority will be given to the regional programmes that focus on the implementation of WPC recommendations, in close cooperation with IUCN Regional and Country Offices.

## Species Survival Commission Draft Mandate 2005–2008

In the intersessional period of 2005–2008, the Species Survival Commission (SSC) will continue working in collaboration with members, other Commissions, and the Secretariat to carry out this mandate in support of the IUCN Mission and the integrated Programme.

### 1. Mission

The Species Survival Commission (SSC) seeks to advance the mission of IUCN by serving as the principal source of advice to the Union and its members on the technical aspects of species conservation. It seeks to mobilize action by the world conservation community for species conservation, in particular for those species threatened with extinction and those of importance for human welfare.

### 2. Vision

A world that values and conserves present levels of biodiversity, within species, between species and of ecosystems.

### 3. Goal

The extinction crisis and massive loss in biodiversity are universally adopted as a shared responsibility, resulting in action to reduce this loss of diversity within species, between species and of ecosystems.

### 4. Objectives

The objectives for the intersessional period of 2005–2008 are:

- (a) to influence decisions and policies affecting biodiversity by providing recommendations and guidelines based on sound interdisciplinary scientific information;
- (b) to encourage users of natural resources to adopt modes of production and consumption that promote the conservation of biodiversity;
- (c) to promote among the scientific community a greater commitment to the conservation, sustainable use and management of biodiversity and increased integration of findings across disciplines;
- (d) to increase the capacity to provide timely, innovative and practical solutions to conservation problems.

These objectives can be found in the SSC Strategic Plan 2001–2010, which should be consulted for additional details and the context within which these objectives will be implemented.

### 5. Priorities

The programme priorities for the intersessional period of 2005–2008 are:

- Assessments of the status of biodiversity

- Enhancing knowledge management capacity in the network and integration into the larger IUCN Knowledge Management work
- Technical assistance to conservation decision-making processes
- Improved capacity for conservation in the SSC

More specific details of specific targets and timetables for these programme priorities, as well as additional information concerning the implementation strategies can be found in the joint Species Programme/SSC Operational Component Plan, which should be consulted as a companion to this mandate.

### 6. Structure and organization

The IUCN Council has approved by-laws for the Commission, and the SSC has established Terms of Reference for the positions of members of the governance committees, Specialist Group Chairs and Specialist Group members.

In order to operate most effectively during 2005–2008, the SSC will be structured, with attention to regional and gender balance, as follows:

- (a) *Chair and Steering/Executive Committee*: The Commission administration will be carried out by the Chair with a Steering/Executive Committee providing geographical and interdisciplinary balance, each responsible for providing direction to a portion of the extended network of Specialist Groups and Task Forces. The Committee will assist the Chair in formulating policy and setting operational directions.
- (b) Further standing or temporary *Sub-Committees* will be formed under the direction of the Steering/Executive Committee to advise on ongoing Commission management or issues of special concern.
- (c) *Specialist Groups and Task Force members*: SSC will maintain a network of Specialist Groups, which will include scientists, conservation professionals and dedicated lay conservationists. Task Forces will be temporary groups formed to address key emergent issues. These Groups and Task Forces will be organized to provide broad coverage of taxonomic groups of animals and plants, as well as of important inter-disciplinary conservation methodologies.
- (d) *Affiliated institutions* – SSC will use strategic alliances with key institutions engaged in relevant activity to deliver key portions of its Strategic Plan.
- (e) *Roll of Honour and Honorary Members*: As carried forward with additions as decided by the Chair on the advice of the Executive Committee.

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17–25 November 2004, Bangkok, Thailand**

## **Evolution of the Financial Situation over the Period 1999–2003**

**Action Requested:** The World Conservation Congress is requested to:

- a) TAKE NOTE of the attached report on IUCN’s finances for the period 2001-2004 presented jointly by the Treasurer and the Director General. The report also covers revised numbers for 2000 and the forecast for the year 2005.
- b) APPROVE the audited Financial Statement for the years 2000, 2001, 2002 and 2003. The 2000-2003 statements are included in Annexes 1-3 respectively.

### **Background**

1. In line with Statute 20(c)(ii), this document presents a retrospective view of the evolution of the financial situation over the period 1999–2003, based on actual numbers for the years 1999–2003.
2. The report is supported by the consolidated financial statements approved by Council for the years 2000–2003, audited by Deloitte and Touche, the external auditors appointed by the 2nd World

Conservation Congress held in Amman in the fall of 2000.

3. The 2004 budget approved by Council in December 2003 is reported in the Financial Plan document. As of the date of preparation of this paper, no update of the 2004 financial situation is available. An update will be provided by the Secretariat to the 61st meeting of Council.
4. The Chief Financial Officer and her staff prepared the background analysis.

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For numbers presented in this paper, decimals are indicated by a full stop ( . ), and thousands by a coma ( , ). Amounts are expressed in the statutory currency, the CHF, unless indicated otherwise.

## 1. Overall situation

Over the period 1999–2003, IUCN's operating income grew by 12% from CHF 91m in 1999 to CHF 102m in 2003 while operating expenditure increased by 8.6% from CHF 89m in 1999 to CHF 97m in 2003. This reflects an increase in donor receipts from CHF 83m in 1999 to CHF 91m in 2003 as per Annex A of the audited accounts. This is good performance in the context of the important depreciation of the USD in the last two years, of the donor trends reported by other organizations and the global economic downturn during this period.

Total operating expenditure includes the Secretariat expenditure which increased by CHF 17m, in line with the business plan strategy, from 28m in 1999 to CHF 45m in 2003. Meanwhile, project expenditure only declined by CHF 5m from CHF 71m in 1999 to CHF 66m in 2003, as the decline due to the untying of restricted funding from several framework agreement donors was compensated partly by an increase in other restricted funding.

6.2m at the close of 2003, thanks to a conservative investment strategy despite a very negative investment environment that has prevailed in the last few years. This value is based on valuing securities held in investment individually at the lowest of cost and market.

The Net Balance of the organization was also redefined as including two separate types of reserves under the authority of the Director General; the Secretariat Contingency Fund, set up to provide the necessary flexibility to manage uncontrollable income shortfalls or budget issues and the cost centre surpluses, regulated by an internal Secretariat policy.

Overall, the Net Balance of the organization increased from CHF 3.6m at the end of 2000 to CHF 6.7m in 2003.

	1999	2000	2001	2002	2003
Membership dues	8.45	8.76	8.80	8.85	9.13
Donor agreements	83.40	78.40	81.16	80.38	87.14
Sales	0.32	0.66	0.54	0.29	0.17
Other income	0.72	1.56	2.08	3.20	5.82
<b>Operating Income</b>	<b>92.89</b>	<b>89.38</b>	<b>92.58</b>	<b>92.72</b>	<b>102.27</b>
<b>Operating Expenditure</b>	<b>88.98</b>	<b>90.24</b>	<b>88.45</b>	<b>91.48</b>	<b>96.63</b>
Net income	3.91	-0.86	4.13	1.24	5.64
Net others	-0.78	-1.45	-4.18	-0.08	-4.23
Net balance movement	3.13	-2.31	-0.05	1.16	1.41

(Source: Financial statements)

Cash and short term deposits increased by 24%, from CHF 30.2m at the close of 1999 to CHF 37.5m at the close of 2003, in great part due to the improvement of IUCN treasury management and the increase in total turnover, and represented a fairly adequate level of liquidity at almost five months of operating expenditure.

Council approved in May 2002 at its 56th meeting a comprehensive risk management policy which covered all reserves and provisions. The implementation of the Council policy decision regarding reserves and risk management gave a concrete basis on which to manage the level of reserves and provisions. In particular, the policy defined the IUCN Fund as a last resort facility under the authority of Council by merging the existing Headquarter Facility Fund and the World Conservation Trust Fund. The IUCN Fund increased in value from CHF 5.7m at the close of 1999 to CHF

The increase in the Net Balance is due to improvement of budget management and of risk management. As part of the Net Balance, the Secretariat was successful in increasing the level of the Contingency Fund established at the close of 2001 at CHF 1.9m to CHF 3.4 m at the close of 2003.

Tables 1a above and b on the following page present an overall summary of the evolution of key indicators of the financial situation over the period 1999–2003.

	1999	2000	2001	2001rev	2002	2003
Cash and short term deposits	30.24	30.94	36.14	36.14	30.91	37.52
Donor receivables (cash flow deficits)*	13.63	5.36	7.83	7.83	7.89	7.70
Membership dues receivables	6.02	4.71	3.54	3.54	4.51	4.12
IUCN Fund	5.70	5.67	5.84	5.84	5.83	6.24
Currency translation	1.55	1.46	1.85	0.53	-0.40	-1.68
Net Balance = Secretariat Contingency Fund and Cost Centre surpluses	5.16	3.58	4.12	5.55	5.28	6.69
- of which Contingency Fund	NA	NA	0.60	1.65	1.87	3.39
- of which Cost Centre net surpluses	NA	NA	3.52	3.90	3.40	3.29

(source: Financial statements)

\* includes receivables from core framework funding

The following sections present an analysis of the 1999–2003 financial results, starting with income (sections 2 to 5), expenditure (sections 6 to 8), and assets and liabilities (sections 9 to 12). The analysis complements the audited consolidated financial statements for the period 1999–2003 and the accompanying notes. The format and the quality of the notes of the financial statements were significantly improved during the period and stabilized in 2002 in particular with the inclusion of a cash flow statement.

One of the management challenges for the Secretariat when budgeting income available for expenditure is foreign exchange fluctuations. Framework agreement income is received in the local currency of the framework donors, and is allocated in the currency of the budget. Thus the receipts do not match the currency of the allocations. This can result in receipts lower than committed expenditure. In order to minimize the foreign exchange risk, the Secretariat monitors the situation closely and has put in place tools for early alerts on potential exposure. Such tools include:

- Monthly monitoring of the income forecast and exchange rates since 2002;
- Allocating core funds in currency of local ledger in order to manage foreign exchange risk centrally since 2003;

- Depositing receipts of core income into currencies where expenditure exceeds the forecast income since 2004;
- Monthly monitoring of the currency composition of the Secretariat headquarter bank balances since 2004.

## 2. Overall 1999–2003 income

Table 2 summarises the origin of income across all categories. Most of the funds received by IUCN are of governmental origins, whether in the form of membership dues, framework and other core contributions, or project funds.

Total income remained roughly stable between 1999 and 2002 largely due to the global economic downturn. In 2003, however, income grew by 10%, an increase which can be attributed largely to the successful fundraising effort for the V<sup>th</sup> IUCN World Parks Congress as well as the Water and Nature Initiative.

Sections 3 to 5 below provide additional details on each category of income.

Origin	1999 Total	2000 Total	2001 Total	2002 Total	2003 Total	%	2003 Dues	2003 Donor Core Funds	2003 Donor Restricted	2003 Others
Governments	68,663	67,790	68,721	65,443	72,418	71%	7,505	17,639	47,273	
Multi-laterals	16,588	9,666	12,120	14,535	17,188	17%	881		16,307	
NGOs	3,672	3,310	6,177	9,036	6,026	6%	665	200	5,161	
Others	3,967	8,611	5,887	3,676	6,638	6%	80		4,648	1,909
Adjustment			-331	39						
<b>Total</b>	<b>92,890</b>	<b>89,377</b>	<b>92,574</b>	<b>92,729</b>	<b>102,269</b>	<b>100%</b>	<b>9,132</b>	<b>17,839</b>	<b>73,389</b>	<b>1,909</b>

(Source: Financial statements; Annex A for donor funds)

### 3. Income from Membership Dues

The invoicing of dues from 1999–2003 and arrears at the close of 2003 are described by category in Table 3a below.

arrears for a total of CHF 1.8m for members that had been rescinded from the Union. The table 3b below shows the details of the write-offs using the provision existing at the close of 2000.

Member Category	1999 Amount invoiced	2000 Amount invoiced	2001 Amount invoiced	2002 Amount invoiced	2003 Amount invoiced	2003 Number invoiced	Arrears at close of 2003	Number of members in arrears
States	7,122	7,382	7,359	7,265	7,501	75	3,021	31
Government Agencies	692	712	776	785	881	108	611	47
International NGOs	67	73	81	84	88	72	45	19
National NGOs	504	528	508	553	579	703	387	278
Affiliates	69	73	75	78	80	38	52	14
Adjustments				87	3			
<b>TOTAL</b>	<b>8,452</b>	<b>8,768</b>	<b>8,799</b>	<b>8,852</b>	<b>9,132</b>	<b>996</b>	<b>4,116</b>	<b>389</b>

While unpaid invoices at the end of 1999 amounted to 32% of the amount invoiced for that year, unpaid invoices at the close of 2003 represented 18% of the invoiced amount. Total arrears at the close of 2003 were CHF 4.1m compared to CHF 6.0m at the close of 1999. The improvement in the arrears situation is due partly to the effort of the Secretariat to collect dues in arrears from members (especially State members) with several years of unpaid dues.

Write Offs	#	CHF
State members	7	1,627,406
Agencies	7	102,406
Other	32	60,758
<b>Total</b>	<b>46</b>	<b>1,793,160</b>

Arrears were provisioned at the close of 2003 by an amount of CHF 2.5m based on a methodology formally approved by Council in May 2002 as part of the risk management policy, with full provision for a few State members. This compares to CHF 2.3m at the close of 1999.

Following the 2nd World Conservation Congress, IUCN wrote off at the close of 2001 membership

### 4. Donor contributions: Framework Agreements and project income

Donor contributions to IUCN are of two major types, either classified as restricted income subject to predefined activities stipulated in the agreement with the donor or as framework core income which can be used to cover costs associated with the delivery of the programme without specific earmarking and allocated on the basis of Council decisions.

#### a. Income per donor

In the IUCN accounts, income is booked on an accrual basis for framework agreements and on a cash receipt basis for projects. Table 4a on the following page summarises the distribution of donor receipts, showing the diversification of the donor base. In line with Council recommendation, and thanks to a deliberate strategy implemented by the Secretariat, donor diversification continues to improve, taking advantage of an increase in Official Development Aid of a number of countries such as Canada, Italy and Ireland. In 1999, CHF 55m or 66% of donor income was derived from the seven main government donors, while in 2003 contributions from the same donors totalled CHF 51m and represented only 56% of total donor income despite an increase in total donor income from CHF 83m to CHF 91m.

	<b>Total 1999</b>	<b>Total 2000</b>	<b>Total 2001</b>	<b>Total 2002</b>	<b>Total 2003</b>	2003 Core funds	2003 Restricted funds
Canada	4,744	4,930	2,852	4,220	4,352	1,285	3,067
Denmark	7,803	5,090	6,478	5,503	6,325	4,046	2,276
Netherlands	17,738	16,081	19,353	16,965	20,083	3,839	16,244
Norway	5,424	4,318	7,035	5,255	4,452	1,673	2,779
Sweden	4,802	7,365	6,089	6,790	6,280	4,555	1,724
Switzerland	9,013	7,345	6,262	3,746	7,235	2,000	5,235
USA	5,877	5,863	6,319	4,880	3,666	240	3,426
Other	6,141	9,416	6,728	9,594	12,523		12,523
<b>Total Governments</b>	<b>61,542</b>	<b>60,408</b>	<b>61,116</b>	<b>56,953</b>	<b>64,911</b>	<b>17,639</b>	<b>47,273</b>
Multilaterals	15,896	8,955	11,343	13,750	16,307		16,307
NGOs, Foundations	5,980	5,655	5,601	8,399	10,009	200	9,809
<b>TOTAL CHF</b>	<b>83,417</b>	<b>75,018</b>	<b>78,060</b>	<b>79,102</b>	<b>91,227</b>	<b>17,839</b>	<b>73,389</b>
Of which core funds	9,080	10,152	16,065	16,747	17,839		
Of which restricted funds	74,337	64,866	61,995	62,355	73,389		

(Source: Annex A Financial statements)

<b>1996 Donors ranked by amount</b>	<b>1996 Amount</b>	<b>1996 %</b>	<b>1996 Cumul. %</b>	<b>2003 Donors ranked by amount</b>	<b>2003 Amount in CHF m.</b>	<b>2003 %</b>	<b>2003 Cumul. %</b>
Netherlands	9.938	46%	46%	Netherlands	20.083	22%	22%
Sweden	6.256	12%	58%	UN Agencies	8.995	10%	32%
Switzerland	5.906	10%	68%	Switzerland	7.235	8%	40%
Denmark	3.810	7%	75%	Denmark	6.322	7%	47%
Norway	3.202	5%	80%	Sweden	6.280	7%	54%
				Norway	4.452	6%	58%
				Canada	4.352	5%	63%
				Italy	3.678	4%	67%
				EU	3.668	4%	71%
				USA	3.666	4%	75%
				United Kingdom	2.388	3%	78%
				Germany	2.126	2%	80%



Table 4b on the preceding page shows the evolution of diversification since 1996. In 1996, 80% of the contributions were received from only five donors, while in 2003, 80% was received from 12 donors. The percentage is the cumulated percentage of the contribution of donors listed on that line and above; for example, in 2003 on the line for UN Agencies, 32% represents the share of the total of the Netherlands and the UN Agencies.

## b. Core income from Framework Agreements

This section deals with core income received from framework donors during the period 1999–2003.

During the period, IUCN signed framework agreements with six major Government donors (CIDA, DANIDA, DGIS, NORAD, SDC, and Sida). IUCN had framework agreements with five of these donors in previous years, while the CIDA agreement was successfully negotiated in 2001. Furthermore, the Union agreed with the donors on untying significant amounts of the agreements, which increased the available core funds and enabled the Secretariat to make strategic investments where it deemed it necessary for the successful delivery of the Programme. Framework core funds available for allocations have almost doubled since 1999.

## 5. Other income 1999–2003

Table 5 on the following page provides details on the main sources of other operating income. Interest earned by the organization has declined over the period mainly due to the decline of the USD and the drop in interest rates.

The Swiss tax rebate is linked to the amount of expatriate gross salaries of staff at HQ and the increase over the period reflects the recruitment of several strategic positions such as the Director of Corporate Strategies, Internal Auditor and Legal Counsel.

With the improvement of the quality of the accounts, miscellaneous donor income has been reclassified since 2000.

## 6. Annual allocations of core income per cost centre

Table 6 shows the core fund allocation to cost centres for the period 1999 to 2003. The allocation is based on both unrestricted and framework core income.

Core allocation to the Thematic Components remained relatively stable with a growth of 6% from 1999 to 2003, while allocation to Service units declined by 25% as a result of a streamlining of staffing structure as well as the use of technology to be more efficient

and productive.

	1999	2000	2001	2002	2003
Canada (CIDA)	79	162	158	1,253	1,285
Denmark (DANIDA)	668	1,218	3,984	3,934	4,046
Netherlands (DGIS)	1,074	843	3,768	3,661	3,839
Norway (NORAD)	439	1,718	1,879	1,836	1,673
Sweden (Sida)	5,427	4,905	4,769	4,530	4,555
Switzerland (SDC)	800	800	1,200	1,200	2,000
USA (State Dept.)	593	506	307	333	240
<b>TOTAL</b>	<b>9,080</b>	<b>10,152</b>	<b>16,065</b>	<b>16,747</b>	<b>17,639</b>

Table 4c above shows the framework core income available for allocation from 1999–2003.

Regional Components experienced a significant growth in core allocation. This is in line with a deliberate strategy to strengthen the regions to enable them to develop project initiatives relating to the Programme as well as developing close partnerships with members.

<b>Table 5: OTHER INCOME 1999–2003</b>					
CHF thousands					
	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Swiss tax rebate	400	827	985	1,225	1,286
Publications & subscriptions	324	291	263	214	172
Misc. donor income	3,227	856	1,245	1,075	363
Other misc. income	717	1,492	1,674	1,721	2,492
<b>Total Other Operating Income</b>	<b>4,667</b>	<b>3,466</b>	<b>4,167</b>	<b>4,235</b>	<b>4,313</b>
Interest income	695	791	464	495	539
<b>Total</b>	<b>5,363</b>	<b>4,256</b>	<b>4,631</b>	<b>4,730</b>	<b>4,852</b>

<b>Table 6: CORE FUND ALLOCATION 1999–2003</b>					
CHF thousands					
	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Executive*	1,100	1,578	1,331	1,447	1,603
Global Programme Management	1,800	2,340	2,321	2,299	2,308
Regional Components	5,200	5,582	7,224	7,774	7,412
Thematic Components	5,700	6,702	6,300	5,677	6,018
Commissions	1,100	1,160	1,255	1,324	1,408
3-IC Fund & Cross-cutting				939	811
Corporate Strategy Group**	5,900	6,350	6,137	6,497	6,346
Service units***	4,903	4,174	3,895	3,627	3,677
Provisions	2,900	489	325	1,120	1,875
<b>Total</b>	<b>28,603</b>	<b>28,375</b>	<b>28,788</b>	<b>30,704</b>	<b>31,458</b>

(Source: Annex B Financial statements)

\* includes the Director General's Office, the Legal Advisor and the Internal Audit function, Special Projects (Governance Task Force, R & D Review)

\*\* includes Membership and Governance unit, Conservation Finance and Donor Relations, and Communications

\*\*\* includes central units for Finance, Human Resources and Administration

## 7. Expenditures 1999–2003

Table 7a below shows total expenditure by cost centre for the period 1999–2003. The 1999 detailed numbers for Regional and Thematic Components are net of cross charges and therefore not directly comparable with those for 2000–2003. However, the net total is on a comparable basis and the overall growth from 1999 to 2003 is approximately 8%. The 1999 numbers of 59.0m and 15.4m compare with respectively CHF 62.4m for Regional Components and CHF 19.1m for Thematic Components in 2003.

The break down of expenditures by categories across the organization is one of the analytical tools enabled by the new chart of accounts implemented in 2000. Table 7 b compares the expenditure composition for the period 2000–2003 (the analysis is not available for 1999.)

The table shows that staff-related costs remain the most significant expenditure for the Secretariat. 46% of the increase in Secretariat expenses (CHF 34.5m in 2000 vs. CHF 45.2m in 2003) is related to staff costs. Staff costs in IUCN are mostly costs of the

	1999	2000	2001	2002	2003
Executive*	1,025	1,770	1,323	1,518	1,720
Global Programme Management	2,533	2,018	2,266	2,728	2,697
Regional Components	59,009	74,078	74,095	74,551	71,809
Thematic Components	15,384	17,696	16,062	19,926	22,852
Commissions	1,053	1,089	1,210	1,173	1,397
3-IC Fund & Cross-cutting		-	-	-	699
Corporate Strategy Group**	5,227	6,513	6,490	7,246	6,205
Service units***	5,272	4,076	4,249	4,354	4,036
<b>Total</b>	<b>89,503</b>	<b>107,240</b>	<b>105,695</b>	<b>111,496</b>	<b>111,415</b>
Adjustment for staff time, management fees and internal overheads	NA	(16,999)	(17,242)	(20,013)	(14,774)
<b>Total Operating Expenditure</b>	<b>89,503</b>	<b>90,241</b>	<b>88,453</b>	<b>91,483</b>	<b>96,641</b>

\* includes the Director General's Office, the Legal Advisor and the Internal Audit function, Special Projects (Governance Task Force, R&D Review)

\*\* includes Membership and Governance unit, Conservation Finance and Donor Relations, and Communications

\*\*\* includes central units for Finance, Human Resources and Administration

Total expenditure is funded both by the annual core fund allocation approved by Council and by the restricted projects managed by each unit under decentralized management. The growth of the Thematic Components was mainly due to the recovery of their project portfolio, in particular due to funds raised for special events such as WSSD and the World Parks Congress, and new large undertakings such as the Water and Nature Initiative while the core allocation to these units remained relatively stable. The growth in the Regional Components is quite significant when taking into account the important devaluation of the USD (30% from the close of 1999 to the close of 2003), which is the currency used for the larger part of their operations.

professional expertise required by the Secretariat to manage the Programme and should not be construed to represent administrative costs.

With regards to project expenditure, it is worth noting that in 2000 the cost recovery rate from projects to cost centres was 13.9% while in 2003 it was 19.2% indicating that the Secretariat is subsidising to a lesser extent projects with its core funds. In 2003, the Secretariat issued guidelines including charge out rates for staff time and minimum rates of management fees in order to enable project managers and coordinators to better negotiate these issues with donors and project partners.

<b>Table 7 b: TOTAL AND PROJECTS EXPENDITURE BY CATEGORIES 2000–2003</b>												
CHF millions												
Category	2000			2001			2002			2003		
	Total	%	Of which Project	Total	%	Of which Project	Total	%	Of which Project	Total	%	Of which Project
Staff and personnel	36.77	40.7%	11.22	38.87	43.9%	9.85	40.67	44.5%	9.56	39.41	40.8%	8.94
Consultants	13.85	15.3%	11.73	15.41	17.4%	12.16	16.24	17.8%	13.33	21.75	22.5%	18.29
Travel	8.38	9.3%	5.32	6.62	7.5%	4.72	7.78	8.5%	5.24	5.3	5.5%	3.11
Training	1.27	1.4%	1.04	1.2	1.4%	1.13	0.64	0.7%	0.61	0.54	0.6%	0.51
Workshops	9.52	10.5%	8.44	10.35	11.7%	9.46	11.06	12.1%	9.77	10.67	11.0%	9.43
Publications, reports,	3.2	3.5%	1.94	2.84	3.2%	1.7	3.4	3.7%	2.25	3.36	3.5%	2.3
Grants	2.3	2.5%	1.78	0.56	0.6%	0.5	2.68	2.9%	2.33	2.56	2.6%	2.38
Hospitality	0	0.0%		0.19	0.2%	0.06	0.24	0.3%	0.07	0.49	0.5%	0.12
Telecommuni-cations	2.19	2.4%	0.74	2.14	2.4%	0.69	2.59	2.8%	0.86	2.4	2.5%	0.86
Audit and legal	0.66	0.7%	0.31	0.64	0.7%	0.26	0.65	0.7%	0.29	0.64	0.7%	0.31
Office costs	9.92	11.0%	5.92	10.59	12.0%	6.21	10.65	11.6%	6.08	9.33	9.7%	5.12
Advances	0.23	0.3%	0.1	1.21	1.4%	1.11	0.93	1.0%	0.63	0.23	0.2%	
Other	0	0.0%		3.64	4.1%	0.15	2.74	3.0%	0.14	2.45	2.5%	
Staff time & Mgmt fees	7.85	8.7%	7.85	7.32	8.3%	7.32	11.22	12.3%	11.22	12.28	12.7%	13.25
Sub Total	96.14	NA	<b>56.39</b>	101.58	NA	55.32	111.48	NA	62.38	111.41	NA	65.81
Cross-charges & Others	-5.9	-6.5%	-0.68	-13.13	-14.8%	-7.4	-20	-21.9%	-11.5	-14.77	-15.3%	-13.38
<b>Total Operating Expenditure</b>	<b>90.24</b>	<b>100%</b>	<b>55.71</b>	<b>88.45</b>	<b>100%</b>	<b>47.92</b>	<b>91.48</b>	<b>100.0%</b>	<b>50.88</b>	<b>96.64</b>	<b>100%</b>	<b>52.43</b>

## 8. Special activities

This section reports on the financial aspects of special events of strategic importance to the Union during the period.

### a. WSSD activities

One of the strategic priorities of the Union in 2002 was to participate actively in the World Summit for Sustainable Development. This objective was realized successfully with a minimum of expenditure, where core funds were used to leverage restricted funds. In addition, an important in-kind contribution was given by a local bank, Nedcor Bank, which provided free of charge the space for the Environment Centre and some supporting services. A core fund allocation of CHF 180,532 was provided by the 2002 budget. The activities were organized in two sub-sets, one to support the programmatic participation of IUCN and the second the communication and partnership activities. Table 8a below summarises the expenditure and income related to the event.

	<b>Expenditure</b>
WSSD Programme	624,552
WSSD Environment Centre	424,304
<b>Total Expenditure</b>	<b>1,048,856</b>
Funded by core funds	180,532
Funded by restricted funds	868,324
<b>Total Funding</b>	<b>1,048,856</b>

### b. Membership Fund allocations

For the first time in the 2002 budget, the Secretariat proposed to make more transparent the use of core funds to support membership meetings. A fund of CHF 250,000 was set up and managed in partnership by the Membership unit and the Office of the Director, Global Programme. Additional funds as per the table below were allocated both in the 2003 and the 2004 budgets approved by Council.

<b>Region</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Total</b>
Region 1: CENTRAL AFRICA - BRAC	-	-	50,000	<b>50,000</b>
Region 1: EASTERN AFRICA - EARO	30,000	30,000	-	<b>60,000</b>
Region 1: SOUTHERN AFRICA - ROSA	-	50,000	-	<b>50,000</b>
Region 1: WESTERN AFRICA - BRAO	50,000	50,000	-	<b>100,000</b>
Region 2: MESO AMERICA - ORMA	-	50,000	-	<b>50,000</b>
Region 2: SOUTHERN AMERICA - SUR	-	50,000	-	<b>50,000</b>
Region 3: US AND CARIBBEAN	-	20,000	5,000	<b>25,000</b>
Region 4: ASIA - ARO	50,000	-	50,000	<b>100,000</b>
Region 5: WESCANA	50,000	-	50,000	<b>100,000</b>
Region 6: OCEANIA	30,000	-	20,000	<b>50,000</b>
Region 8: EUROPE - ROFE	40,000	-	15,000	<b>55,000</b>
<b>Total</b>	<b>250,000</b>	<b>250,000</b>	<b>190,000</b>	<b>690,000</b>

### c. The 3I-C Fund

During the 2001–2004 Programme period, IUCN invested considerably in finding ways to make its work more innovative and integrated. A special fund known as the 3I-C Fund (Innovate, Integrate, Inform and Communicate) was established in 2002. The fund provides an incentive system to catalyse innovation, promote integration, particularly between Commissions and the Secretariat, and generate information that will feed into IUCN's communications.

An assessment of the performance of the 3-IC Fund at the end of 2003 concluded that the fund is proving to be a successful tool for strategically directing the Programme and for promoting integration.

In 2002, the core funding was complemented by donor restricted funds, showing that donors support this new concept.

The 2002–2004 allocations of the 3I-C fund are shown in the table below.

### d. The V<sup>th</sup> IUCN World Parks Congress

In September 2003, IUCN hosted the V<sup>th</sup> IUCN World Parks Congress in Durban, South Africa. The event was a considerable success and was also successfully fundraised for. The event was financed by restricted contributions from approximately 27 donors. These contributions were complemented by significant in-kind contributions from the Commission volunteers. Table 8d on the following page describes contributions by source but excludes the value of in-kind contributions. The funding also supports activities being carried out in 2004.

<b>Council allocations</b>	<b>2002-2003</b>	<b>2004</b>	<b>Total</b>
3I-C Fund 2002 allocation	825		825
3I-C Fund 2003 allocation	723		723
3I-C Fund 2004 allocation		750	750
Carry forward Swiss Innovation funds	160		160
			0
<b>Total available</b>	<b>1,708</b>	<b>750</b>	<b>2,458</b>
<b>Sub-allocations</b>			
Livelihoods and Conservation	180		180
Trade and Conservation	225		225
Precautionary Principle	169		169
Mining and Biodiversity	209		209
Support to NEPAD	201		201
Invasives and Ecosystems	111		111
IUCN certification	50		50
Private Sector Strategy	200		200
Central Asia	50		50
Protected Areas scenarios	30		30
Climate Fund	130		130
Sustainable Use		60	60
Oceania	74		74
Knowledge Management		100	100
3 <sup>rd</sup> WCC, Bangkok 2004		650	650
<b>Total</b>	<b>1,627</b>	<b>810</b>	<b>2,437</b>
<b>Balance</b>			<b>21</b>

<b>Table 8d: THE VTH IUCN WORLD PARKS CONGRESS</b>			
CHF			
<b>WORLD PARKS CONGRESS</b>	<b>Budget</b>	<b>Funding by confirmed income</b>	<b>Expenditure as of 31.12.03</b>
Parks Congress activities	1,928,640	1,928,640	647,476
Staff costs	673,400	673,400	200,429
Sponsored participants	1,177,400	1,682,660	1,168,853
Administrative costs	600,250	576,030	208,775
Fundraising and marketing	-	-	2,661
Communications	292,600	271,600	165,740
<b>TOTAL</b>	<b>4,672,290</b>	<b>5,132,330</b>	<b>2,393,934</b>

### 9. Cash and bank deposits

In order to minimize banking risks and to optimize liquidity management, the Council policy approved in 1997 and confirmed by the 59th Council meeting in December 2003 requires that bank holdings in locations other than Headquarters be held at a minimum. This policy had not been fully implemented since its issuance as there are a number of obstacles, in particular those created by donor restrictions. The Secretariat acknowledges the need to manage more proactively the operational clauses of donor agreements that define banking arrangements. Table 9 shows the amount of the financial assets held in bank accounts at Headquarters as opposed to other locations for the years 1999–2003.

<b>Table 9: FINANCIAL ASSETS PER OFFICE, CLOSE OF THE YEAR</b>					
CHF thousands (includes petty cash holdings)					
<b>Office</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Headquarters	12,649	13,719	17,841	18,670	25,735
Other locations	17,594	17,222	18,295	12,239	11,784
<b>TOTAL</b>	<b>30,243</b>	<b>30,941</b>	<b>36,136</b>	<b>30,909</b>	<b>37,519</b>

### 10. Project Payables (advances or cash surpluses) and Receivables (cash deficits)

Table 10 below shows the amount of project receivables and payables for the period 1999–2003. Project payables are defined by the sum of unspent cash of all projects in cash-flow surplus. Project receivables are defined by the sum of pending income of all projects in cash-flow deficit. These numbers show improvement in the liquidity management of projects with advances in increase and receivables in decline despite the growth of the project portfolio.

<b>Table 10: 1999–2003 PROJECT DEFICITS AND SURPLUSES</b>					
CHF thousands					
<b>Year</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Project Receivables (deficits)	11,103	4,605	7,835	7,587	7,287
Project Advances (surpluses)	27,137	19,868	25,860	27,422	34,095
<b>Net Amount</b>	<b>16,034</b>	<b>15,263</b>	<b>18,025</b>	<b>19,835</b>	<b>26,808</b>

## 11. Project provisions

Table 11a below shows the movement of the provisions made for projects with closing deficits that are evaluated as unrecoverable and gives the breakdown of the provisions and the number of projects concerned per Regional Components.

Offices	1999	2000	2001	2002	2003	2003 # of projects
Asia			405	459	411	2
Central Africa		195	221	206	255	3
Eastern Africa		119	138	245	252	8
Europe	93	100	505	103	63	2
Headquarters			3	109	140	4
Southern Africa		235		11	21	4
Western Africa	318	143	153	176	260	6
Other Offices (Germany/UK)			-	25	20	3
<b>Total 2003 Provision</b>	<b>411</b>	<b>792</b>	<b>1,425</b>	<b>1,334</b>	<b>1,422</b>	<b>32</b>

With the implementation of the risk management policy approved by Council in May 2002 and the related internal rules set by the Director General to manage cost centre surpluses and deficits, project provisions use existing reserves accumulated by cost centres. The Net Balance amount shown earlier in section 1, Table 1b excludes those provisions. If necessary, the Secretariat Contingency Fund is then used to cover the provisions above the funding available at the cost centre level. The Secretariat has made a deliberate effort to provision uncovered deficits in an accurate manner since 2000.

Projects with a deficit balance where efforts to recuperate income have proved unsuccessful are written off using the provision for projects in deficit. Table 11b shows the write-off for deficit balances by region from 1999–2003. A number of the outstanding deficits will be written off in the 2004 accounts, using the provision existing at the close of 2003.

	1999	2000	2001	2002	2003
Central Africa	27				
West Asia & Northern Africa	89				
Western Africa		319			
Europe		93		597	
Headquarters		11		4	
<b>Total</b>	<b>116</b>	<b>423</b>	<b>-</b>	<b>601</b>	<b>-</b>

## 12. Other Receivables

Provisions for members' dues in arrears and for projects in deficit have been covered respectively in sections 3 and 11 above. In addition to staff advances and loans, other receivables include the provisions for staff separation and liability booked to cover staff repatriation.



Table 12: 1999–2003 STAFF-RELATED LIABILITIES AND PROVISIONS					
CHF					
	1999	2000	2001	2002	2003
Staff separation	1,612,676	1,647,651	2,050,004	2,200,887	2,324,396
Annual movement		+2%	+24%	+7%	+6%
Repatriation	1,219,976	1,256,581	1,241,553	880,146	925,381
Annual movement		+3%	-1%	-29%	+5%

### 13. Implementation of the Council work Plan

The Finance and Audit Committee of Council supported and prepared the work of Council in several important areas during the period.

The work plan prepared at the first meeting of the new Council and incorporating the Congress decisions was reviewed and revised at each session of the Finance and Audit Committee meeting. Significant progress was achieved to move the Union towards high professional standards of financial management, as acknowledged by the report of the External Auditors after reviewing the 2003 accounts:

The most critical achievements include the approval of:

- internal audit policy and oversight of the implementation of the internal audit function;
- comprehensive risk management policy covering all aspects of reserves and provisions;
- review of new offices opened by the Secretariat;
- set-up of an internal legal function and the appointment of a Legal Advisor, recruited as in-house Legal Counsel;
- clarification of budget authority delegated to the Director General;
- revision of Regulation 88(e) related to the intersession financial plan;
- indexing of the membership dues to the Swiss Composite inflation index;
- budgets with improved disclosure of risks;
- consolidated financial statements with improved transparency and quality of presentation;
- oversight of the implementation of external auditors' recommendations;
- due diligence on the issue of risk exposure in hosting third parties under the Secretariat legal framework (pending issue).

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17-25 November 2004, Bangkok, Thailand**

## Financial Plan for the Period 2005–2008

**Action requested:** The World Conservation Congress is requested to APPROVE the financial outlook for the period 2005-2008.

### Background

1. In compliance with Article 88(e) of the Statutes and Regulation 88, “The financial plan, necessary to implement the Programme of IUCN submitted to each ordinary session of the World Congress shall specify the growth or reductions in elements of the Programme, staff and administrative costs and changes in the geographical distribution of IUCN’s activities”, this paper presents an income forecast and associated expenditures for the period 2005–2008. It also includes the assumptions supporting the financial plan and compares the plan with the 2004 budget.
2. The Financial Plan supports the 2005–2008 Programme presented in document CGR/3/2004/18. The Programme is focused on the delivery of 26 global conservation results, based on the Union’s Mission. It will be delivered through an integrated approach involving the IUCN Commissions and Secretariat in close collaboration with IUCN members and partners.
3. The 2001–2004 intersessional period has shown that, while forecasting IUCN’s income in uncertain global economic times is difficult, IUCN’s financial and risk management systems have improved its capacity to manage within a wide range of variables. The 2005–2008 Financial Plan has been prepared on the basis of IUCN being able to manage within the parameters of a realistic scenario (5% annual growth) taking into consideration past trends, the current positioning of the Union and recent improvements in the governance, the management systems and the external image of the Union. The Secretariat believes also that its management systems are flexible enough to adjust to a moderately higher growth scenario (an average annual rate of 8%) or a stable environment (no growth) as provided in Attachment 2.
4. The plan takes into consideration the recommendation of the 2003 External Review of IUCN and the trends observed during the last ten years (1993–2003), in particular:
  - a. a past average annual growth rate of 6%
  - b. continued improvement in the diversification of the donor base
  - c. keeping an appropriate balance between core funding and restricted funding such as the current ratio in line with strategy implemented during the last intersessional period.
5. The Secretariat expects a favourable response to the 2005–2008 Programme from donors since the plan takes into consideration the relevant recommendations of the IUCN External Review.
6. The Financial Plan does not reflect the impact of the recommendation of the 2004 External Review of the Commissions, as the inclusion of the resources mobilized by the six Commissions requires a methodology that has not been developed yet.
7. Achieving the forecast growth in income will depend on IUCN broadening its funding base by attracting additional donor funds as well as by maintaining and enhancing links with traditional donors. Efforts have already been initiated in 2004 to strengthen the Union’s conservation finance and donor relations function which is expected to yield returns from 2005 onwards. The fundraising strategy is designed to ensure that decentralized fundraising initiatives and donor relationships are effective and focused on the delivery of the 2005–2008 Programme.

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For numbers presented in this paper, decimals are indicated by a full stop ( . ), and thousands by a coma ( , ). Amounts are expressed in the statutory currency, the CHF, unless indicated otherwise.

## 1. Income Forecast 2005–2008

The Financial Plan for the intersessional period 2005–2008 proposes an income forecast covered in this first section, an expenditure plan provided in section 2, and a section on the risks that need to be managed in section 3.

The income forecast covers membership dues, other unrestricted income and core framework agreement income, and restricted funds. Sub-section 1.1 below provides some definitions, sub-section 1.2 an overall summary of the income forecast. Sub-sections 1.3 to 1.5 cover the forecast for core income and sub-section 1.6 the forecast of restricted income.

### 1.1. Definitions of income

The forecast of core income identifies the amounts from different sources that can be pooled for allocating to the Secretariat and Commissions Operating Funds. The term *core income* used in this document includes the following:

- *Unrestricted income* – membership dues, income earned from sales and fees, and donor contributions provided without restrictions.
- *Core framework agreement income* – funds provided by donors to generally support the IUCN Programme.

negotiation phases which often cannot be funded by restricted funds.

Taking into consideration the past growth trend of core funding, the positive reactions of donors to the recent strategic directions and improved management of the Union, and the specifics of a number of donors with whom the possibility of core funding has already been discussed, the Secretariat proposes an average annual increase of about 5% as the most realistic forecast. Total turnover would reach CHF 126 million under this scenario at the end of 2008.

To realize this scenario, fundraising efforts will need to be concentrated on broadening the core funding base by attracting additional donor funds, recruiting new State members in each statutory region and evolving the relationship with many donors towards larger and longer duration contracts. As additional core income is realized, it will be invested in areas identified as priorities in the Programme framework, including improved knowledge networks and developing key programmatic areas, as well as further enhancement of IUCN's regionalized and decentralized programme management and structure.

Table 2 provides a summary of the income forecast for 2005–2008. The 2004 amount is a conservative estimate based on the approved budget. The higher growth and no growth scenario numbers are presented

CHF millions	2004	2005	2006	2007	2008	Annual rate
Unrestricted (core)	14.5	15.2	15.6	16.1	17.3	4.5%
Framework (core)	18.1	21.2	22.2	22.2	22.2	5.2%
Restricted income	73.3	77.1	80.9	85.0	89.2	5.0%
Cross-charges	-2.7	-2.8	-2.9	-3.1	-3.2	5.0%
<b>Total net Income</b>	<b><u>103.2</u></b>	<b><u>110.7</u></b>	<b><u>115.8</u></b>	<b><u>120.2</u></b>	<b><u>125.5</u></b>	<b><u>5.0%</u></b>

Core income does not include *restricted income* that is provided for pre-defined activities under a project or framework agreement with a donor.

While unrestricted income can be applied to any purpose without restrictions, framework agreement income is used to cover costs associated with the delivery of the Programme, and is based on restrictions imposed generally on funds sourced from Official Development Assistance funds.

### 1.2. Summary of income forecast

It is important for the financial stability of the Union to maintain the balance achieved in the last intersessional period between core funds and restricted funds, in line with the strategy proposed to the 2<sup>nd</sup> Conservation Congress, as quality projects require an initial investment during their development and

in Attachment 2. An internal cross-charge is made to all units that are funded by donor framework agreement and restricted funds. The cross-charge (or internal overhead) is used to cover institutional support costs incurred as a consequence of operating a programme of work. In the budget construction, the estimated amount of cross-charge is added to the pool of unrestricted income.

### 1.3. Forecast of membership dues

In the 2001–2004 intersessional period, the level of unrestricted income realized fell short of the Financial Plan forecast. This situation was compounded by the need to reserve funds against arrears in membership dues. At the close of 2003, the provision for unpaid membership dues amounted to CHF 2.3 million. To improve this situation, IUCN needs to attract more members, in particular State and government agency

members, and continue to rigorously address the issue of late payment and non-payment of dues by members.

The Secretariat has identified specific targets for recruiting new State members during the 2005–2008 period in each statutory region. Table 2 indicates the forecast of core income from membership dues for the period 2005–2008, based on the recruitment of a total 29 new State members. In addition to increasing the number of State members, the Secretariat predicts an average growth in the number of government agency members of approximately 3% each year and a growth of 5% each year for NGOs.

<b>CHF thousands</b>	<b>2004 budget</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
States	7,725	8,325	8,456	8,746	9,729
Government Agencies	937	981	1,006	1,036	1,067
NGOs	705	753	788	825	864
Affiliate members	78	80	81	81	82
<b>Total</b>	<b>9,445</b>	<b>10,139</b>	<b>10,330</b>	<b>10,688</b>	<b>11,741</b>

At the 2<sup>nd</sup> World Conservation Congress in Amman, Jordan, the IUCN membership expressed concerns about the pre-defined increase to adjust the membership dues for the next intersessional period. Whilst this formula has been used in the past, it no longer receives the full support of the membership. The proposals which arose from the report of the Amman Congress Finance and Audit Committee highlighted the need to maintain the real value of membership dues in order not to diminish the services rendered to members.

The Committee requested the development of a new methodology on which to base future dues increases to be approved by the 3<sup>rd</sup> World Conservation Congress. Such methodology should refer to a published, recognised inflation index.

The IUCN Council, at its 59th Meeting, 1–3 December 2003, proposed that the current scale of dues be indexed annually by applying the latest year-to-year increase of the Consumer Price Index (CPI) for Switzerland published by the Swiss National Bank (the central bank of Switzerland), available at the time when invoices are sent to members (October to October). This concept will be proposed to the members at the Congress and assuming that it will be approved, it has been used for calculating the membership dues increase for 2005–2008 beginning on January 1, 2006. The annual rate of increase used for the income forecast is 0.8%, based on the average inflation rate in Switzerland for the period 1994–2003.

#### ***1.4. Other unrestricted income***

Unrestricted income other than membership dues is expected to grow from approximately CHF 5.1 million in 2004 to approximately CHF 5.5 million in 2008, resulting in an average annual growth of 2%, a modest increase above the expected inflation rate of 0.8%, as indicated in Table 3 on the following page.

##### Sales of publications

Returns from sales of publications are estimated to increase on average by 10% each year. A new publication strategy is currently under development.

##### Other IUCN sales

Other sales include IUCN merchandise such as the C2B series of endangered animals. The Corporate Strategies Group has worked with consultants on the branding of the IUCN name and is confident that the strengthening of the brand name will lead to increased sales of IUCN merchandise and especially the C2B product line which targets a youth market previously not explored. Growth of these sales is estimated at 10% per year.

##### Overhead, Swiss tax, WWF contribution and Ramsar

Growth on other unrestricted income: internal overhead, the Swiss tax rebate earned, the WWF unrestricted contribution, the fee for service paid by Ramsar, etc. is estimated to increase from the 2004 level at the average rate of increase of CPI for Switzerland mentioned above (0.8%).

<b>CHF thousands</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Average annual rate</b>
Sales of IUCN publications	200	220	242	266	293	10%
Other IUCN sales	100	110	121	133	146	10%
Internal overheads	2,814	2,837	2,859	2,882	2,905	0.8%
Swiss tax rebate	1,200	1,210	1,219	1,229	1,239	0.8%
WWF unrestricted contribution	200	202	203	205	206	0.8%
Ramsar fee for services	400	403	406	410	413	0.8%
Other	150	151	152	154	155	0.8%
<b>TOTAL</b>	<b>5,064</b>	<b>5,132</b>	<b>5,204</b>	<b>5,279</b>	<b>5,358</b>	<b>2.1%</b>

### *1.5. Forecast of core framework agreement income*

The forecasted amount of core income to be realized from core framework agreements for 2005–2008 is shown in Table 4. The Secretariat aims at an average annual increase of 5%, or overall 22.5% above, from the current agreements. The framework agreements signed with Sida, SDC, NORAD, DGIS and DANIDA all conclude at the end of 2004. Negotiations for the renewal of these agreements are under way. In order to achieve targets set in the 2005–2008 Programme, IUCN needs to not only secure framework agreements with its current core donors,

### *1.6. Forecast of restricted income*

It is assumed that restricted income matches restricted expenditure. In reality, there is often a timing difference between the receipts and the expenditure which creates a carry forward surplus from year to year.

During the past intersessional period, the Secretariat had proposed a deliberate strategy of increasing the relative share of core funding, as the development of quality projects requires an initial investment that often cannot be funded from donor restricted funds.

<b>CHF thousands</b>	<b>2004 budget</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Existing	18,141	20,003	20,029	20,029	20,029
New		1,200	2,200	2,200	2,200
<b>Total</b>	<b>18,141</b>	<b>21,203</b>	<b>22,229</b>	<b>22,229</b>	<b>22,229</b>

but also to expand the number of core contributors. Broadening the core income base will help reduce and improve financial stability. With this in mind the strategy aims at securing three new Framework donors over the intersessional period. While the forecast on new amounts is based on specific information about the interest of a number of new potential donors, the forecast is not based on specific framework partners, as negotiations will only commence in 2005.

The current project portfolio is currently too dependent on small contracts of limited duration and it is proposed to emphasise the development of large and multiyear projects during the 2005–2008 period.

Since core funding is necessary to support this development, the overall pace of growth of restricted funds needs to be aligned with the growth pace of core funding, about 5% in the most realistic scenario. The forecast presented in Table 5 on the following page is based on estimates by individual managers, discounted by a realization rate, including in 2004. During the 2000–2003 period, forecasts were on average about 30% above realized expenditure and the Secretariat is working to improve the quality of the forecast.

CHF thousands	<b>2004 budget discounted</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Average annual growth</b>
Regional Components	60,423	63,845	67,286	70,860	74,658	5.25%
Thematic Components	12,916	13,058	13,508	13,938	14,344	3.25%
3I-C & Cross-cutting	0	150	150	150	150	na
<b>Total</b>	<b>73,339</b>	<b>77,053</b>	<b>80,944</b>	<b>84,948</b>	<b>89,153</b>	<b>5.0%</b>
Ratio to core income	4.0	3.6	3.6	3.8	4.0	

### **1.7 Commissions**

The External Review of the Commissions prepared for Council and presented to the 60th Meeting of the Council in March 2004 recommended the inclusion of the resources mobilized by the six Commissions in the accounts and financial planning of the union, while recognising that the methodology for doing so remains to be developed. Developing such a methodology will be challenging, as it will need to consider several sorts of resources, including traditional cash donations, donations of services in kind, and most importantly, donations of services by the volunteer experts in the Commission networks and their host institutions. The valuation of services will be a major task of the Council in the coming intersessional period. The 2005–2008 Financial Plan therefore cannot meaningfully indicate the volume of these resources.

### **2. The 2005–2008 Expenditure Plan**

The expenditure plan has been developed based on the aims of the 2005–2008 Programme and on the forecast of core and restricted income presented above. The expenditure figures have been developed through a consultative process with regional and global thematic units.

Table 6 shows the summarised total expenditure plan for 2005–2008. Detailed expenditure plan for each project portfolio is presented in Attachment 3 by category of units (regional and thematic units).

The following sections highlight the assumptions made regarding the growth of the Programme, specify the growth or reductions in elements of the Programme, staff and administrative costs, and describe the changes in the geographical distribution of IUCN's activities.

Table 6: Expenditure Plan summary 2005–2008																
	2004 budget			2005			2006			2007			2008			Average growth
In CHF millions	Core	Project discounted	Total	Core	Project	Total	Core	Project	Total	Core	Project	Total	Core	Project	Total	
Executive*	1.7		1.7	1.7		1.7	1.7		1.7	1.7		1.7	1.7		1.7	1%
Global Programme Management	2.3		2.3	2.6		2.6	2.7		2.7	2.7		2.7	2.7		2.7	1%
Regional Components	8.1	60.4	68.5	9.6	63.9	73.5	10.2	67.3	77.5	10.4	70.9	81.3	10.8	74.7	85.5	5%
Thematic Components	6.7	12.9	19.6	7.8	13.2	21	8.1	13.5	21.6	8.2	13.9	22.1	8.5	14.3	22.8	4%
Commissions	1.4		1.4	1.6		1.6	1.6		1.6	1.6		1.6	1.6		1.6	1%
3-IC & Cross-cutting	0.8		0.8	1.3	.2	1.3	1.5	0.1	1.6	1.6	0.2	1.8	1.9	0.2	2.1	24%
Corporate Strategy Group**	6.2		6.2	6.3		6.3	6.4		6.4	6.5		6.5	6.6		6.6	2%
Service Units**	3.9		3.9	3.9		3.9	3.9		3.9	3.9		3.9	4		4	1%
Provisions	1.5		1.5	1.6		1.6	1.7		1.7	1.7		1.7	1.7		1.7	3%
<b>Total</b>	32.6	73.3	105.9	36.4	77.1	113.5	37.8	80.9	118.7	38.3	85	123.3	39.5	89.2	128.7	na
<b>Cross-charges</b>			-2.7			-2.8			-2.9			-3.1			-3.2	
<b>Net Total</b>			103.2			110.7			115.8			120.2			125.5	5.0%

- \* includes the Director General's Office, the Legal Advisor and the Internal Audit function
- \*\* includes Membership and Governance unit, Donor Relations, and Communications
- \*\*\* includes central units for Finance, Human Resources and Administration

### ***2.1. Assumptions made regarding the growth of the programme***

The 2005–2008 Programme will be implemented through the Secretariat, Commissions, members and partners in a manner that uses the capacities of each to best effect in advancing the Mission, supporting the membership, and promoting worldwide conservation. Accordingly, the Expenditure Plan has been developed based on the following assumptions:

- IUCN will continue to receive core income from its core donors and will be able to attract new donors willing to provide core support.
- IUCN will develop a series of country, regional and thematic programme agreements with donors to support IUCN conservation work while avoiding the undermining of the global framework agreements.
- The project portfolio will continue to be important, but IUCN will be more strategic in the type, size, location and duration of the projects it undertakes.
- The Commissions will continue to be vitally important networks of social, economic, political, legal, natural sciences and educational actors. They will take into consideration the outcomes of the knowledge management study being undertaken in 2004 when reviewing how best to organize themselves to be relevant, effective and efficient.
- The thematic programmes will continue to provide an important bridge between global policy, science and field practice. They will continue the process of improving integration with regional programmes and Commissions and seek to develop cross-cutting, time bound initiatives that deliver concrete results during the intersessional period. Growth of the thematic programmes is anticipated to be in line with the overall growth pace.
- The regional programmes and their associated country and thematic programmes will continue to grow, but in a more strategic manner that seeks to emphasise the role of IUCN as a membership organization. Growth of regional programmes will not be universal, but will be targeted to specific geographic locations and thematic areas where IUCN has the most to gain in terms of delivering its mission. A summary of planned changes in thematic and geographical distribution of the Programme is provided below.

#### **Investing in the Programme**

The 2005–2008 Programme provides a strong technical foundation for conservation action focusing on a common strategy of:

- Integrating, managing and disseminating conservation-related knowledge;

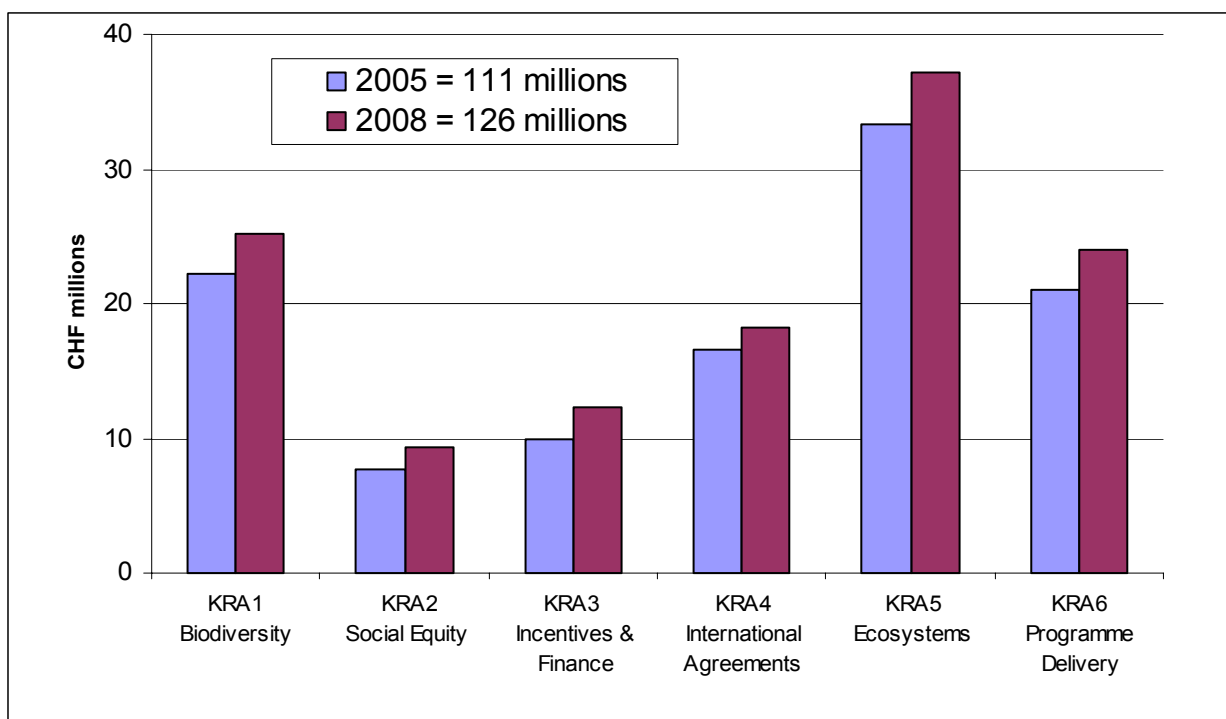
- Building the capacity of people and institutions to plan, manage, conserve and use nature and natural resources in a sustainable and equitable manner (empowerment);
- Promoting effective environmental governance at global, regional, national and local levels.

These three elements of IUCN's strategy form the basis for six clusters of 'Key Result Areas' (KRAs) designed to achieve 26 global results during the intersessional period. Key Result Areas 1, 2 and 3 address the knowledge foundation upon which the IUCN Programme is based: biodiversity and its use. KRAs 4 and 5 are designed to use this knowledge in an integrated way to link conservation with economic and social aspects of sustainable development. KRA 6 is concerned with Programme delivery. The KRAs are:

- KRA 1: Understanding Biodiversity – IUCN will build on its ability to generate and disseminate knowledge about natural systems and the species that inhabit them.
- KRA 2: Social Equity – IUCN will promote better understanding of the role of social equity in biodiversity conservation.
- KRA 3: Conservation Incentives and Finance – IUCN will emphasise sharing knowledge of incentives and financing mechanisms for supporting effective biodiversity conservation.
- KRA 4: International Agreements, Processes and Institutions for Conservation – IUCN will use the knowledge generated in KRAs 1, 2, 3 and 5 to promote and support effective, efficient and equitable environmental governance at regional and global levels, including through inter-governmental fora and corporate social responsibility processes.
- KRA 5: Ecosystems and Sustainable Livelihoods – IUCN will apply the knowledge generated in KRAs 1, 2, 3 and 4 to promote sustainable and efficient management of ecosystems, integrating social, economic and environmental aims at local and national and transboundary levels.
- KRA 6: Programme Delivery – IUCN will build and maintain the systems for the Union to deliver an effective and efficient Programme through its Commissions, Secretariat and members.

The graph on the following page indicates how IUCN will invest in the six KRAs during the period. The intention is to strengthen IUCN's capacity to generate and disseminate conservation knowledge in three specific areas as they relate to conservation – Biodiversity, Social Equity, and Incentives and Finance – and to use this knowledge in an integrated manner to build capacity of key actors and to influence environmental governance at international, national and local levels.





### Regional investments

As reported in the document presenting the financial retrospective for the period 2000-2003 (CGR 3/2004/22, Table 6), IUCN has increased its investment of core funds in regional programmes during the last period. This investment was in line with a strategic decision to begin to address geographic gaps and to acknowledge that some regions are more able to secure their own sources of funds. Thus, the investment was not the same in every region, and indeed the core fund allocations to some regions have been reduced based on these strategic considerations.

In the 2005–2008 period, the Secretariat proposes:

- More strategic investment in core staff positions in at least six regions, including in the Offices of the Regional Directors, the Regional Programme Coordinators, as well as increased attention to Corporate Strategies (membership, fundraising, communication) and Human Resource skills, is needed.
- Investment will continue to support strategic geographic expansion and consolidation. For example:
  - The investment made to date to relocate the Regional Office for West, Central Asia and Northern Africa (WESCAN) from Switzerland to Amman, Jordan will be supplemented to consolidate programmatic work in North Africa and Central Asia as well as to further develop regional-wide thematic programme elements as opportunities arise.
  - Funds permitting, a regional presence will be established in the Oceania region, in line with

the draft business plan prepared under the guidance of the Oceania Regional Committee.

- IUCN will seek to engage more effectively in Europe and North America. The IUCN European Office is playing centre stage for the Countdown 2010 initiative, and has been working closely with members and Commission members to enhance the Union's capacity to work with the European Commission and European governments. Similarly, the strategic importance of the US office and the need to increase the investment in the policy function related to the UN in New York is recognised.

### Global investments

At the global level, it is anticipated that the Union will continue strengthening its core business areas related to integrating, managing and disseminating conservation-related knowledge and to influencing environmental governance. The latter is important in relation to ensuring follow-up to the V<sup>th</sup> IUCN World Parks Congress, held in Durban in 2003. In addition, further investment will be made to enable IUCN to more strategically influence the behaviour of the business community to support the IUCN mission. IUCN will also continue to enhance its investment in linking practice with policy, including through the strategic use of its UN Observer Status to the General Assembly.

The Global Programme management unit will continue to strengthen its role in order to provide improved oversight of the Programme and enhanced synergies between the Secretariat and the Commissions, between thematic and regional programmes and with members.

Efforts to improve IUCN's global capacity to fundraise, communicate and engage members more effectively will be consolidated and strengthened during the intersessional period. No major changes are anticipated in the executive functions (Director General's office, Legal Counsel, Internal Auditor) or the service units (Human Resources, Finance and Administration) based in the IUCN Headquarters. It should be noted that an internal auditor position as well as the in-house legal counsel/Legal Advisor were added in the 2001–2004 period, enhancing IUCN's capacity to manage itself effectively. A preliminary proposal to expand IUCN's Headquarters has been reviewed by the IUCN Council. The extension will likely be supported through Swiss government financing at zero interest rate.

#### Investing in innovation and integration

During the 2001–2004 Programme period, IUCN invested considerably in finding ways to make its work more innovative and integrated. A special fund known as the 3I-C Fund (Innovate, Integrate, Inform and Communicate) was established in 2002. The Fund provides an incentive system to catalyse innovation, promote integration, particularly between Commissions and the Secretariat, and generate information that will feed into IUCN's communications. An assessment of the performance of the 3-IC Fund at the end of 2003 concluded that the Fund is proving to be a successful tool for strategically directing the Programme and for promoting integration.

Accordingly, the 3-IC Fund will be continued and refined in 2005–2008 so as to ensure that innovative ideas are continually explored and so that the best of these ideas are integrated into the Programme. In addition, further effort will be directed at ensuring issues and themes that promote joint activities by members, Commissions and the Secretariat will be made, particularly through the development of a limited number of cross-cutting initiatives. The focus of these initiatives will be consistent with the aims of the Programme. The level of investment in innovative ideas will be adjusted according to the growth rate experienced by the Union and funding opportunities that arise.

#### **2.2. Staff and administrative costs**

The 2003 External Review of IUCN noted that the Union continues to do more and achieve more than would seem possible with the resources at its disposal and that funds invested in IUCN yield very positive returns. To an extent, the review team's comment reflects the high level of operational efficiency of the Union.

Operational efficiency was improved during the 2001–2004 intersessional period through changes to administrative and financial policies and practices as well as through the application of new and improved

technologies, including the use of internet systems, improved software and communications technology.

IUCN will continue to enhance its policies and procedures and to seek out technologies that further reduce operational costs and improve organizational efficiency. For example, by purchasing software systems that connect the accounting system with the programme information system so that managers will be better able to track expenditures, commitments and programme activities.

The 2005–2008 Financial Plan is designed to support a Secretariat that keeps staff and administrative costs to the minimum level, while ensuring that the operations of the Union are effective and efficient. Therefore, growth in staff and administrative costs will be in line with the growth in the Programme, and proportionally similar to those of the 2001–2004 period. The ratio of Headquarters-based staff to regional/country and out-posted staff will be maintained (1:9) as this has proven to be effective in a decentralized organization.

### **3. Risks Presented by the 2005–2008 Financial Plan**

In recent years IUCN has substantially improved its capacity to assess and manage financial risks through, for example, a comprehensive financial risk and reserves policy and a global human resources policy.

The nature and amount of financial risk facing the Union is considered during each annual budget process, particularly in relation to the project portfolio. In relation to income, the risk is limited by the use of conservative forecasts of the project portfolio, including cost recovery, and the fact that the core income from framework agreements and members' dues can generally be estimated reasonably accurately.

Managers are now required to report on a quarterly basis an assessment of both financial and reputation risks, and regional programmes have business plans that assess risks and identify ways to manage them.

The internal audit function, which complements the role of external audits strengthens the ability of IUCN to identify operational risks. In addition, a recently appointed in-house legal counsel and Legal Advisor has greatly enhanced the ability of IUCN to manage and control through improved contracts and agreements.

During the 2005–2008 intersessional period the following risks will be carefully monitored and appropriate action taken as needed:

- **Exchange rate value of core framework agreement income:** There is often a mismatch in the currency of receipt compared to the expenditure of the Framework income. This can result in receipts inferior to committed expenditure thus presenting IUCN with a loss due to exchange rate fluctuations. The Secretariat monitors this situation and works closely with the

Finance and Audit Committee to manage the foreign exchange exposure. Specifics have been reported in the financial retrospective Congress document CGR/3/2004/20.

- **Overstretching core resources:** Matching core income with the rising costs of operations and constant pressure for IUCN to address new issues present an ongoing challenge. For 2005–2008 new sources of core income are needed to maintain recent strategic investments and to enable the Union to deliver the Programme. Constant monitoring of income against planned expenditures is undertaken.
- **Medium to long term risk management:** is improving with the addition of the internal auditor and the legal counsel functions, a more transparent and articulate presentation of financial risks in the annual budget presented to Council, a more rigorous approach to reserves and provisions management, as well as through improvements to administrative and financial

policies. Further improvements will be put in place as required.

- **Project portfolio:** The risk of not recovering sufficient costs from the Union's project portfolio to cover operating costs is perhaps one of the greatest financial risk challenges facing IUCN. Donors often place IUCN under sustained pressure to reduce or eliminate project overhead and management fee charges. This forces IUCN to use its core funds to subsidise projects and thus the investment of core funds moves from being strategic to tactical or worse. Continued efforts are being made to improve the ability of IUCN to recover reasonable and fair costs from the project portfolio and to improve the Secretariat's ability to forecast project income. The Secretariat is examining financial management tools which will enable managers to better monitor the project portfolio and thus the cost recovery which will in turn enable the organization to have a better early warning system in order to minimize potential deficit situations.

## Attachment 1

### Glossary, Abbreviations and Acronyms

The following abbreviations, acronyms and terms have been used in the financial plan:

CEESP:	Commission on Environmental, Economic and Social Policy [IUCN]
CEC	Commission on Education and Communication [IUCN]
CEL:	Commission on Environmental Law [IUCN]
CEM:	Commission on Ecosystem Management [IUCN]
CIDA:	Canadian International Development Agency
Component Programme:	An IUCN management unit to which core funds may be allocated
DANIDA:	Danish International Development Agency
DGIS:	Directorate General for International Co-operation, Ministry of Foreign Affairs of the Netherlands
DGO:	Secretariat Office of the Director General [IUCN]

HQ:	Headquarters [IUCN]
INGO:	International non-governmental and not-for-profit organization
KRA:	Key Result Area of the IUCN Programme [IUCN]
M&E:	Monitoring and Evaluation
NNGO:	National non-governmental and non-for-profit organization
NORAD:	Norwegian Agency for Development Cooperation
PPET:	Programme Planning and Evaluation Team [IUCN]
SDC:	Swiss Development Co-operation
Sida:	Swedish International Development Cooperation Agency – Sida
SSC:	Species Survival Commission [IUCN]
WCC:	World Conservation Congress [IUCN]
WCPA	World Commission on Protected Areas [IUCN]
WWF:	World Wide Fund for Nature

## Attachment 2

### Slow growth and Rapid growth Scenarios

<b>Table a: Core income forecast 2005–2008: slow growth (CHF millions)</b>						
	<b>2004 budget</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Annual rate</b>
Unrestricted	14.47	14.59	14.70	14.82	14.94	0.8%
Framework	18.14	18.14	18.14	18.14	18.14	0.0%
<b>Sub-total core</b>	<b>32.61</b>	<b>32.73</b>	<b>32.84</b>	<b>32.96</b>	<b>33.08</b>	<b>0.4%</b>
<b>Restricted</b>	<b>73.30</b>	<b>73.56</b>	<b>73.83</b>	<b>74.09</b>	<b>74.39</b>	<b>0.4%</b>
Cross-charges	-2.70	-2.71	-2.72	-2.73	-2.74	0.4%
<b>Total Income</b>	<b>103.21</b>	<b>103.58</b>	<b>103.95</b>	<b>104.32</b>	<b>104.73</b>	<b>0.4%</b>

Under a slow growth scenario (Table a), IUCN's core income would remain at more or less current levels. This would not allow the Union to deliver all results identified in the Programme Plan or to develop any substantive new areas of work. If this scenario is realized, the Secretariat would concentrate on raising restricted funds for crucial cross-cutting theme areas that help integrate the work of the Commissions and the Secretariat, instead of using core resources to move in to this niche. The slow growth scenario forecasts an annual growth of 0.4% from 2004 resulting mostly from the statutory increase in membership dues at the inflation rate forecasted at 0.8% and no growth in framework core funds, and restricted funding growing at the same pace as total core funds.

The rapid growth scenario with an average annual rate of growth of 8% as depicted above is only likely to be achieved in the most favourable global economic circumstances. It estimates that IUCN will be able to increase its core income by approximately CHF 12 million over the four-year period. If this scenario is realized the additional income would be used as in the most realistic scenario.

<b>Table b: Core income forecast 2005–2008: rapid growth (CHF millions)</b>						
	<b>2004 budget</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Annual rate</b>
Unrestricted	14.47	15.19	15.95	16.75	17.59	5.0%
Framework	18.14	19.95	21.95	24.14	26.56	10.0%
<b>Sub-total core</b>	<b>32.61</b>	<b>35.15</b>	<b>37.90</b>	<b>40.90</b>	<b>44.15</b>	<b>8.0%</b>
<b>Restricted</b>	<b>73.30</b>	<b>79.16</b>	<b>85.50</b>	<b>92.34</b>	<b>99.72</b>	<b>8.0%</b>
Cross-charges	-2.70	-2.92	-3.15	-3.40	-3.67	8.0%
<b>Total Income</b>	<b>103.21</b>	<b>111.40</b>	<b>120.25</b>	<b>129.83</b>	<b>140.20</b>	<b>8.0%</b>

**Attachment 3**  
**Detailed forecast of restricted expenditure per unit**  
**(regional and thematic units)**

Units	Amounts CHF Thousands					Rate of Growth			
	2004	2005	2006	2007	2008	2005	2006	2007	2008
<b>REGIONAL COMPONENTS</b>									
Central Africa	2,066	2,103	2,130	2,153	2,169	2%	1%	1%	1%
Eastern Africa	7,592	7,727	7,830	7,912	7,971	2%	1%	1%	1%
Southern Africa	12,120	13,900	15,870	18,069	20,513	15%	14%	14%	14%
West Africa	7,900	8,305	8,692	9,071	9,440	5%	5%	4%	4%
Asia	18,170	18,529	18,810	19,043	19,222	2%	2%	1%	1%
Mesoamerica	3,550	3,732	3,906	4,077	4,242	5%	5%	4%	4%
South America	2,670	2,603	2,526	2,445	2,359	-3%	-3%	-3%	-4%
Europe	1,332	1,489	1,658	1,840	2,037	12%	11%	11%	11%
WESCANA	1,757	2,015	2,301	2,619	2,974	15%	14%	14%	14%
Pacific	0	85	127	120	153		49%	-5%	27%
Mediterranean Coordination	1,602	1,607	1,606	1,600	1,589	0%	0%	0%	-1%
US	1,369	1,439	1,506	1,572	1,636	5%	5%	4%	4%
Canada	296	311	325	340	353	5%	5%	4%	4%
<b>TOTAL REGIONAL COMPONENTS</b>	<b>60,423</b>	<b>63,845</b>	<b>67,286</b>	<b>70,860</b>	<b>74,658</b>	<b>6%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>
<b>TOTAL THEMATIC COMPONENTS</b>	<b>12,916</b>	<b>13,058</b>	<b>13,508</b>	<b>13,938</b>	<b>14,344</b>	<b>4%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>
<b>31-C Fund</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>		<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>TOTAL PLANNED EXPENDITURE</b>	<b>73,339</b>	<b>77,053</b>	<b>80,944</b>	<b>84,948</b>	<b>89,153</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>
<b>% growth from previous year</b>		<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>				

**IUCN – THE WORLD CONSERVATION UNION  
THE WORLD CONSERVATION CONGRESS  
17–25 November 2004, Bangkok, Thailand**

## **Appointment of External Auditors**

**Action requested:** The World Conservation Congress is requested to APPROVE the appointment of Deloitte and Touche as external auditors for the 2005–2008 Quadrennium.

### **Background**

The external audit firm of Price Waterhouse provided external auditing services to IUCN from 1987 to 1989. Coopers and Lybrand provided auditing services from 1990 to 1997, and with the subsequent merger of these two firms, Price Waterhouse Coopers continued to provide the services for the years 1998 and 1999. Auditing services were at the time negotiated each year without the preparation of a competitive long-term contract.

Deloitte & Touche were appointed auditors during the Amman Congress in 2000. They conducted their first audit of the accounts for the year ended 31 December 2000. Their original contract was effective for the audits of the 2000, 2001 and 2002 accounts. Given the date of the Congress being late in 2004, the Council at

its 58<sup>th</sup> meeting in June 2003 decided to extend the contract for Deloitte & Touche for a further two years up to and including the audit of the 2003 and 2004 accounts.

### **Recommendation**

Deloitte & Touche have been the IUCN external auditors for a relatively short period of time and they have provided satisfactory service. Taking into account the time investment they have made to understand IUCN systems as well as the good quality of their work, the Director General recommends an extension of their contract for the next intersessional period and to invite competitive bidding only at the 4<sup>th</sup> Congress.

## APPOINTMENT OF EXTERNAL AUDITORS

### **Work normally undertaken by external auditors**

The main purpose of the external auditors is to examine the books of accounts and the accounting systems and express an opinion on the consolidated financial statements. In addition to audit work performed at IUCN Headquarters in Gland, Switzerland, approximately nine Regional and Country Offices are audited on a selective and rotational basis to support the issuance of an audit opinion on the annual consolidated financial statements. Although this selection is done at the discretion of the external auditors, it is usually done in consultation with the Secretariat Chief Financial Officer and the Internal Auditor.

External auditing services normally include:

- expression of an audit opinion on the consolidated financial statements prepared by IUCN management in accordance with International Standards on Auditing;
- preparation of an annual letter to management detailing weaknesses found relating to the systems of internal control and the disclosures in the consolidated financial statements and their recommendations thereof;
- periodic review of the internal audit department to ensure work undertaken is of adequate standard;
- discussion on the external audit work and findings with IUCN senior management and Council.