REPORT OF THE IUCN COUNCIL ON GOVERNANCE REFORMS AND PROPOSED AMENDMENTS TO THE STATUTES AND RULES OF PROCEDURE

The World Conservation Congress
Bangkok, Thailand, 17-25 November 2004
World Conservation Congress

Report of the IUCN Council on Governance Reforms and Proposed Amendments to the Statutes and Rules of Procedure

17–25 November 2004
Bangkok, Thailand
Good Governance for IUCN in the 21st Century: Report of the IUCN Council on Governance Reforms for the Union

Submitted by the IUCN President to the 3rd IUCN World Conservation Congress

July 1, 2004

Action Requested: The World Conservation Congress is requested to:

a) TAKE NOTE of the Report of the IUCN Council on Governance Reforms for the Union, and the associated package of amendments to the Statutes, Rules of Procedure and Regulations;

b) ADOPT the proposed amendments to the Statutes and Rules of Procedure.

Introduction

The IUCN Council is pleased to present to the 3rd IUCN World Conservation Congress (WCC) for consideration and approval the governance reforms that Council has approved at its 60th Meeting in March 2004.

The reforms described in this paper, and in the attached proposed legal amendments to the Statutes, the Rules of Procedure and the Regulations, are based on the extensive work of the IUCN Council Task Force on Governance undertaken during the period 2001–2004.

The work of the Task Force builds on the results of the Statutes Review process (1994–1996) and responds to the long standing requests from members, donors and the previous IUCN Council (1996–2000) to ensure that IUCN has the appropriate governance system and structure in place for the 21st Century.

In the context of the work of the Task Force, governance means "the exercise of power, accountability and relationships in pursuit of the IUCN Mission. It is translated into action through institutional structures and processes which define roles and responsibilities for optimum achievement of the Union's objectives".

Background

Over the past decade, studies, reports and External Reviews of IUCN have repeatedly raised concerns about the effectiveness and efficiency of IUCN’s governance and called for improvements in the accountability and transparency of the governance mechanisms of the Union. Following the 2nd World Conservation Congress in Amman, Jordan, the IUCN Council responded to these concerns and appointed a Task Force on Governance at the 54th Meeting of Council in February 2001. The Task Force was given a mandate to examine long standing issues of governance in the Union, to consult with members, donors and key IUCN partners, and to recommend any necessary governance reforms to Council and the 3rd IUCN World Conservation Congress.

Since 2001 the Governance Task Force has engaged in an extensive consultation process with members and partners, held a minimum of four meetings each year and has reported its progress to each Council meeting.

At these meetings, members of Council have engaged in detailed and lively discussions on governance issues and options for reforms. In 2003 and 2004 Task Force members have participated in a range of regional members' meetings and donor meetings to widen discussion on the proposed governance reforms.

Members of the Council Task Force on Governance (2001–2004) are:

Chair: Lynn Holowesko, Bahamas
Ali Akbar, Pakistan
David Brackett, Canada

Canals, events review of a in the held on IUCN made research and transparent volunteerism. donors, networking the needs of Force on objectives undertaking work and significant of the significant roles in Task outstanding options and of in best of Hassan Force Gammell, Good from its in of reform Burhenne in in 2003 and a loyalty, a to inclusive, fulfilled structure, IUCN been of the partners).

The Task Force decided to broaden its perspective by inviting certain outstanding individuals who have previously been involved in governance in the Union at various levels to act as its Advisors. The following individuals very generously assisted the work of the Task Force in this capacity.

Advisors:

Wolfgang Burhenne
Parvez Hassan
Sir Martin Holdgate
Fred Neubauer
Adrian Phillips
Juan Rada
Richard Sandbrook

The Task Force has fulfilled its mandate by undertaking a review of best practice experience and literature in governance reform, undertaking a representative multi-stakeholder consultation process that included posting a summary paper on governance reform on the IUCN Website in English, Spanish and French, undertaking interviews with a representative range of members, partners and experts, engaging in dialogues and discussions with the current Council and its respective Committees, with donors, and with IUCN members at regional members' meetings held in 2003 and 2004. Recently an article summarising governance reform proposals has been included in the IUCN Bulletin No. 3, 2003 and mailed to all IUCN members.

Principles and Objectives for Good Governance in IUCN

Based on the expert research and the broad consultation undertaken by the Task Force a benchmark set of principles and objectives for IUCN governance in the 21st Century was established. The principles include integrity, loyalty, accountability, mutual benefit and respect, transparency, subsidiarity and meaningful participation. The objectives of governance for IUCN that were identified include providing leadership and vision for the Union, ensuring scientific excellence and reputation, ensuring functional clarity among components of IUCN, ensuring strategic decision making to lead the Union, ensuring representation in the governance of the Union to reflect diversity, involving the IUCN membership in the governance of the Union, and sustaining volunteerism.

Council's conclusions on the findings and recommendations of the Governance Task Force

The IUCN Council has concluded that the Task Force has fulfilled its Terms of Reference, and that its work over the past four years has been thorough, professional and appropriate to the needs and governance concerns of the IUCN constituency (members, donors, partners). The methods used by the Task Force have reflected best practice in consultation and analysis of results, the process of the Task Force was transparent and inclusive, and the opportunities for Council and members to discuss and debate the issues and options presented to them regarding governance reform have been numerous.

Four areas of governance reform

At its 60th Meeting in March 2004, Council concluded its deliberations of four years on governance issues and approved governance reforms in four major areas:

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 set out below.

1. 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, governance, resolutions process and elections) and from fully benefiting from networking opportunities with members and partners. In addition, the Task Force received significant feedback on the administrative and organizational burden imposed on members, partners and donors by a World Conservation Congress. The Task Force concluded that significant improvement could be made by having a more predictable cycle for the WCC, a more focused set of themes and more regional events between Congresses.

4 For exact wording of Council decisions see the Minutes of the 60th Meeting of Council, March 29–31, 2004.
To address these concerns, the IUCN Council agreed that the WCC should be held in two separate and distinct parts – the World Conservation Forum and the Members’ Assembly, and that the WCC will take place on a 4-year cycle, focusing on major IUCN Programme conservation issues. Competing agendas and time constraints brought about by numerous international environmental treaties (COPs, SSBSTAs, Ad hoc Committees and others) make a 4-year cycle more reasonable.

Measures were agreed to rationalize the Resolutions process, making it more effective and efficient through upstream management of motions. The recommended process includes, among other recommendations, requiring sponsors presenting motions concerning a State or States outside of their own region to undertake broad consultation with other members, particularly in the region or regions concerned, before submitting a resolution to the WCC.

In setting the agenda for the WCC, the preparatory committee for the WCC has responded to Task Force recommendations by clearly separating the Conservation Forum from the business meetings of the Union, and by urging the submission of motions 120 days before the WCC. The latter will provide the time required for translation and distribution and enable appropriate consultation to take place prior to the Congress. The preparatory committee will also be separating those motions directed to IUCN and its components (governance, IUCN policy and amendments to the Programme) from those motions directed externally (global policy, species, site and event specific motions). It is thought that through this process, debate on motions will be more cohesive and productive.

The specific wording of the proposed changes to the IUCN Statutes and the Rules of Procedure of the World Conservation Congress is found in Annexes 1 and 2 of this document.

2. Effectiveness of the IUCN Council

The consultation process revealed a range of views on the effectiveness and efficiency of the IUCN Council. Some viewed the Council as being outdated, inefficient and too large for a modern organization, and expressed the opinion that a smaller, more efficient body was needed. Others believed that the Council should remain the same size to reflect the regional diversity of the Union, but that it should greatly improve its effectiveness. Many were of the opinion that Council did not exercise sufficient strategic leadership as a body and that it did not provide adequate guidance and oversight for the Union in key policy areas. Lack of clarity on the ‘global’ versus ‘regional’ role of Councillors was also highlighted as a problem.

After considerable debate and reflection on the structure and size of the current Council model, it was agreed that Council should remain the same size as specified in the Statutes, meeting at least once a year. Council agreed however that the Bureau should be expanded and given specific tasks, and that outside of the full Council meeting Committees of Council would meet as needed to consider specific matters of programme and policy, finance and audit, governance, membership and human resources.

Council also agreed to recommend to the incoming Council that enhancing governance capacity for the Union needs to continue, and that the incoming Council should consider whether governance should be the focus of a separate committee of Council or be added to the work of an existing Committee. Measures aimed at strengthening the performance and functioning of Council would be implemented through the adoption of a Council Handbook and Performance Tools. This handbook has been drafted by the Governance Task Force and submitted to and approved by Council. It outlines clear roles and responsibilities of Council and Councillors and contains performance support tools for improved reporting and self-assessment by Councillors and clearer criteria for their nomination.

The four Vice Presidents usually elected by Council would be given specific responsibilities, including constituting the Nominating Committee for committees of Council and Bureau and assisting the President in managing the work of Council, including synthesizing and reporting on Councillors’ Regional reports and self-assessments.

In strengthening the Bureau, Council believes that this body should focus on routine business and administrative matters, and such other agenda items as may be assigned to it by Council from time to time. This should leave more time for Council to discuss and debate global conservation issues and provide strategic oversight of the Programme and policy of the Union.

To support the principles of improved transparency and democracy, decisions of the Bureau would be made by a two-thirds majority and reported in full to the Council. All decisions would be transmitted to Council members via electronic mail or facsimile within seven days. If a minimum of five Council members, who are not members of Bureau, object to a

5 Council decisions, 60th Meeting of the IUCN Council, March 29–31, 2004
7 The Handbook provides Council members with guidance to the effective interpretation and application of the IUCN Statutes, Rules of Procedure and Regulations as these apply to Council members performance.
Bureau decision within fourteen days the decision would be submitted to the full Council for a vote.

Under the proposed new model, Council would elect a Bureau of nine members: the President as Chair, the Treasurer, four Councillors — taking care to reflect the geographical and other diversity of IUCN, one Commission Chair, and the Chairs of the Programme and Policy Committee and the Finance and Audit Committee. The President and Treasurer would serve on Bureau throughout the term. At mid-term, the four Councillors would rotate through election of four Councillors from regions not represented in the first half of the term. This would provide an opportunity for all regions to be represented on Bureau during a term of Council. The Commission Chair and the Committee Chairs would be open for re-election or replacement, as may be deemed appropriate by Council.

The specific wording of the proposed changes to the IUCN Statutes and Regulations related to the IUCN Council is found in Annexes 1 and 3 of this document.

3. The IUCN Commissions

The Task Force consultation process raised similar governance issues related to the Commissions as those raised in the 1999 External Review of IUCN and the 2000 Review of the IUCN Commissions. The major concerns identified focused on the role of the Commission Chairs who sit 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. These concerns were taken into account in the work of 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 ultimately endorsed their recommendations. These included the recognition that there can only be one IUCN Programme within which each of the Commissions will operate.

In March 2004, Council received the quadrennial Review of the IUCN Commissions. Both Council and the Governance Task Force agreed with the recommendation of the Review that the mandates of the Commissions should be more focused to reflect the specific objectives and anticipated results of the Commissions for each intersessional period.

Accordingly at the 60th 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. These would all be identified within the IUCN Programme, as agreed by the Commissions Consultative process in 2003.

The refocused mandates submitted for approval to the 3rd WCC should provide a more effective measure for Commissions to use in reporting to members at Congress, as well as enabling Congress and Council to more effectively fulfil their oversight responsibility for evaluating the performance of the Commissions.

Council also approved further measures designed to strengthen the transparency and accountability of the Commission Chairs to Council and of the Commissions to Congress. These measures include clarification of the role of the Deputy Chair, a provision that Chairs will refrain from voting on the Commissions Operating Fund, and that the President and each Commission Chair, in the presence of the Director General, shall undertake an annual appraisal of the performance of each Commission and its Chair in relation to the annual work plan and the Intersessional Mandate of each Commission.

Lastly, the need identified by the Governance Task Force for a strategy paper on the future of knowledge networks in IUCN, was also recommended by the report of the Consultative Group on Commissions. This is now being undertaken by the Director General and will be reported to the 3rd WCC.

The specific wording of the proposed changes to the IUCN Statutes and Regulations related to the IUCN Commissions is found in Annexes 1 and 3 of this document.

4. 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 and West Asia) and issues resulting from the lack of definition of the role that regional structures (Regional Committees and Regional Fora) 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. It appeared more practical 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. These include 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 fund raising; and managing funds for Regional Committee meetings and activities. Regional Committees would report to Council on the functions that they carried out.

The specific wording of the proposed change to the IUCN Statutes related to the Regional Governance Roles and Structures is found in Annex 1 of this document.

Ensuring ongoing good governance for the Union

The IUCN Council elected at the Amman WCC in 2000 has acted positively on the recommendations of previous Councils, IUCN members and our donors, as evidenced by the proposed reforms outlined in this paper. It is clear, however, that there will be an ongoing need for the incoming Council to oversee the implementation of the reforms outlined in this paper, and to support the involvement of all components of the Union in delivering better governance for the Union.

Areas that will need additional work by the new IUCN Council include fine-tuning of Council and Bureau reforms. The re-distribution of Regions is a matter that will require considerable consultation and thought and remains an issue for many of our members, particularly in Europe and Africa. Council also recommends to the incoming Council that a full review of the functioning and effectiveness of regional and national committees be undertaken in 2005. This will assist the incoming Council to set benchmarks of practice and to assess the measures that need to be taken to better enable effective regional governance for the Union.

Conclusion

Council is pleased to present to the IUCN members at the 3rd IUCN World Conservation Congress the governance reform measures briefly outlined in this paper. In carefully analysing and debating the work of the Council’s Governance Task Force over the last four years, and adopting a substantial body of governance reform measures for recommendation to the members of the Union, Council has responded to the governance concerns of the members and their constituency of partners and donors, in a meaningful and professional manner.

The process of consultation, debate and discussion on governance issues and reforms has been an arduous, but significant and positive learning experience for members of the Governance Task Force and members of the IUCN Council.

In submitting this report to the WCC, the Council and the Task Force on Governance hope that the IUCN membership will consider the reforms with the same level of importance and urgency as have the Council and Task Force. We invite our members to approve all of the recommended reforms, and we urge the incoming Council to implement them fully. In doing so, we believe significant progress will have been made towards achieving more effective and efficient governance and IUCN will be better equipped to meet the challenges of our time.

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9 A comprehensive list of the Functions of Regional Committees may be found in the Minutes of the 59th Meeting of the IUCN Council.

10 Council decision, 60th Meeting of the IUCN Council.
## PROPOSALS BY THE IUCN COUNCIL TO AMEND THE STATUTES OF IUCN

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### Sessions

24. The World Congress shall normally meet in ordinary session every third year. Each ordinary session shall include business sittings and conservation sittings. Conservation sittings may be open to the public.

24. The World Congress shall normally meet in ordinary session every fourth year. Each ordinary session shall include the World Conservation Forum and the Members’ Assembly. Conservation sittings may be open to the public. 

[Insert footnote 1: “This amendment affects also Rules 2, 3, 28, 29, 30 and 52(d) of the Rules of Procedure of the World Congress, which, by virtue of this amendment are themselves hereby deemed to be amended specifically by replacing the phrases “business sittings” and “conservation sittings” (and any variations or abridgment thereof) with the phrases “Members’ Assembly” and “World Conservation Forum,” respectively.”]

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1 This amendment affects also Rules 2, 3, 28, 29, 30 and 52(d) of the Rules of Procedure of the World Congress, which, by virtue of this amendment are themselves hereby deemed to be amended specifically by replacing the phrases “business sittings” and “conservation sittings” (and any variations or abridgment thereof) with the phrases “Members’ Assembly” and “World Conservation Forum,” respectively.
### Committees and Working Groups

50. **Compositions**

The Council may appoint committees and working groups and in any such appointments, it shall seek to reflect the geographical and other diversity of IUCN.

50. (a) The Council may appoint committees and working groups, **including but not limited to the Programme and Policy Committee and the Finance and Audit Committee**, and in any such appointments it shall seek to reflect the geographic and other diversity of IUCN.

(b) The Chairs of such committees and working groups will be elected for the first half of the term and will be re-eligible at mid-term.

### Composition

74. The World Congress shall establish the Commissions and determine their mandates. The Council may propose to the World Congress the creation, abolition, or subdivision of a Commission, or amendment of a Commission's mandate. The Council may establish a provisional Commission, pending a decision by the next ordinary or extraordinary session of the World Congress, provided that its mandate does not encroach on that of an existing Commission.

74. The World Congress shall establish the Commissions and determine their mandates, **which shall be within the IUCN Programme** ([Insert footnote 2]: “This amendment is not intended to limit the flexibility of the Commissions in responding to urgent demands for action that are consistent with the objectives of IUCN.”) The Council may propose to the World Congress the creation, abolition, or subdivision of a Commission, or amendment of a Commission's mandate. The Council may establish a provisional Commission, pending a decision by the next ordinary or extraordinary session of the World Congress, provided that its mandate does not encroach on that of an existing Commission.

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2 This amendment is not intended to limit the flexibility of the Commissions in responding to urgent demands for action that are consistent with the objectives of IUCN.
67. The Council shall recognize only one National Committee for a State, and one Regional Committee for a particular Region or a part of the Region.

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### PROPOSALS BY THE IUCN COUNCIL TO AMEND
THE RULES OF PROCEDURE OF THE WORLD CONGRESS

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<td>Conservation Sittings</td>
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<td>3. The World Congress, shall hold sittings to consider conservation issues and means for implementing the objectives of IUCN, and shall facilitate the sharing of information and experience and the harmonization of views among the members of IUCN. Some sittings on major issues related to the conservation of nature and natural resources may be open to the public.</td>
<td>[3]2. Following the opening of the World Congress, [F]the World [Congress, shall hold] Conservation Forum shall be held, consisting of sittings to consider [conservation issues and means for implementing the objectives of IUCN:] major thematic areas of the IUCN Programme and [shall] to facilitate the sharing of information and experience [and the harmonization of views among the members of IUCN]. Some sittings on major issues related to the conservation of nature and natural resources may be open to the public.</td>
<td>2. Following the opening of the World Congress, the World Conservation Forum shall be held, consisting of sittings to consider major thematic areas of the IUCN Programme and to facilitate the sharing of information and experience. Some sittings on major issues related to the conservation of nature and natural resources may be open to the public.¹</td>
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| Business Sittings                           | [Business Sittings]                              | Members’ Assembly                        |
| 2. The World Congress, as the highest organ of IUCN, shall hold sittings dealing with the business and policy of IUCN, in accordance with the Statutes. | [2]3. Following the World Conservation Forum, [F]the Members’ Assembly [World Congress, as the highest organ of IUCN,] shall [hold sittings] sit and deal[ing] with the business and policy of IUCN, in accordance with the Statutes. | 3. Following the World Conservation Forum, the Members’ Assembly shall sit and deal with the business and policy of IUCN, in accordance with the Statutes.² |

¹ As provided in Rules 29 and 30.
² As provided in Rule 28.
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<th>Participation in Sittings</th>
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<tr>
<td>28. Participation in sittings of the World Congress concerned with IUCN business issues shall be restricted to delegates and observers and others who may be invited for specific purposes, together with members of the Council, members of the Steering Committees of the Commissions, the Director General and the Secretariat staff. The size of participating delegations may be limited on the proposal of the Steering Committee.</td>
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<td>29. The sittings of the World Congress on matters other than the business of IUCN shall be open to all delegates, observers, members of the Council and of the Secretariat staff, members of the Commissions, special invitees and representatives of the press accredited by the Director General, unless the World Congress decides otherwise.</td>
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<td>30. Participation in selected sittings of the World Congress on conservation issues and in any workshop or technical meeting held in conjunction with the World Congress may be open to the public on such terms as specified by the Council, including registration fees.</td>
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<td>29. The sittings of the World Conservation Forum shall be open to all delegates, observers, members of the Council and of the Secretariat staff, members of the Commissions, special invitees and representatives of the press accredited by the Director General, unless the Members' Assembly decides otherwise for the next World Conservation Forum.</td>
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2 And as provided in Rule 28.
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<td>20. The Resolutions Committee shall include, <em>ex officio</em>, the members of the Resolutions Working Group appointed by the Council.</td>
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<td>49. Motions may be proposed by the Council, or by any member eligible to vote with the co-sponsorship of at least two other such members. Motions shall normally be submitted to the Director General no later than ninety days before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all members, at least sixty days in advance of that session of the World Congress.</td>
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<td>49bis. Members proposing a motion concerning a State or States outside of their own Region shall undertake broad consultation with other members, particularly in the Region or Regions concerned, before submitting the motion to the Director General pursuant to Rule 49.</td>
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PROPOSED AMENDMENTS TO THE REGULATIONS BY THE IUCN COUNCIL

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| 57. The Bureau shall consist of the President as chair, the Treasurer and four other members of the Council, appointed by the Council, one of which shall be a Commission Chair, duly reflecting the geographical and other diversity of IUCN. Should a vacancy occur, the Council shall appoint a replacement from among its members. The Council shall define the rules of procedure of the Bureau. | 57. The Bureau shall act on behalf of Council on any matters that Council may assign to it and any urgent matters that may arise under Article 46 (b) to (p) of the Statutes.  
(a) The Bureau shall consist of the President as Chair, the Treasurer, one Commission Chair, and four other Councillors each from different Regions, and the Chairs of the Programme and Policy Committee and the Finance and Audit Committee. Members of the Council, appointed by the Council, one of which shall be a Commission Chair, duly reflecting the geographical and other diversity of IUCN. | 57. The Bureau shall act on behalf of Council on any matters that Council may assign to it and any urgent matters that may arise under Article 46 (b) to (p) of the Statutes.  
(a) The Bureau shall consist of the President as Chair, the Treasurer, one Commission Chair, four other Councillors each from different Regions, and the Chairs of the Programme and Policy Committee and the Finance and Audit Committee.  
(b) The Commission Chairs shall elect their representative to the Bureau at the beginning of the term and again at midterm, it being understood that any such representative who served for the first half of the term will be re-eligible at midterm.  
(c) The four Councillors elected at the beginning of the term shall serve only through the first half of the term and for the second half of the term shall be replaced by Councillors from other Regions. |
58. Decisions of the Bureau shall be made by a two-thirds majority of the votes cast. All decisions shall be mailed to Council members within ten days of having been made. If five Council members who are not members of the Bureau advise the Director General of their objection to the Bureau decision within forty-five days after the mailing of the decision, the decision shall be submitted to the Council at the next Council meeting. The Council shall either approve or disapprove the Bureau decision. If five Council members have not objected within the time provided, the Bureau decision then becomes effective.

58. Decisions of the Bureau shall be made by a two-thirds majority of the votes cast and shall be reported in full to the Council. All decisions shall be transmitted to Council members via electronic mail or facsimile within seven days of having been made. If a minimum of five Council members who have not participated in the decision transmit to the Director General via electronic mail or facsimile their objection to the Bureau decision within fourteen days after the decision was initially transmitted by the Bureau, the decision shall be submitted to the Council together with objections raised, for voting. In all other cases, the Bureau decision shall become effective as of the date it was made.
<table>
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<tr>
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<td>(iv) Assist the President, on request, in the management of Council, including the facilitation of resolution of conflicts between Councillors and of questions of ethics, should they arise, and accept any other duties as may be assigned to them from time to time.</td>
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### Commission Operations

78. Each Chair, assisted by the Steering Committee, shall lead the activities of the Commission. The Chair is entitled to act in the name of the Commission and may delegate specified responsibilities to the Deputy Chair, to members of the Steering Committee or to other members of the Commission.

(b) Consistent with Article 60 of the Statutes, the Chairs of the Commissions, when exercising their duty under Article 46(d) of the Statutes, shall refrain from participating in the discussion and voting on the Commissions Operation Fund.

(c) The President and each Commission Chair, in the presence of the Director General, shall undertake an annual appraisal of the performance of each Commission and its Chair in relation to the annual work plan and the Intersessional mandate of that Commission.

### Duties of Council Members

48. No member of Council shall serve as a consultant to IUCN, nor receive remuneration from any component of IUCN, during their service as a member of Council.
48bis. In order to ensure the best possible performance of Council collectively and of members of Council individually, Council shall adopt the *Council Handbook and Performance Tools* (the "Handbook"), which shall provide Council members with guidance to the effective interpretation and application of IUCN's Statutes, Rules of Procedure and Regulations, as these apply to Council members' performance. Candidates for Council shall receive the *Handbook* at the time of acceptance of their nomination. The *Handbook* and its annex(es) may be amended by Council from time to time, at its discretion and in accordance with its rules of procedure, and shall always be and remain subject to the provisions of IUCN's Statutes, Rules of Procedure and Regulations.