

19.1 The Strategy of IUCN - The World Conservation Union

RECALLING Resolution 18.3 of the 18th Session of the General Assembly concerning a Strategy for the World Conservation Union;

NOTING that this Resolution requested the Director General to continue to consult with the membership in order to develop the Strategy further and to prepare a revised and updated text for consideration by the 19th Session of the General Assembly;

ALSO RECALLING Resolution 18.4, approved at the 18th Session of the General Assembly, regarding the Role and Mandates of the IUCN Commissions, Standing Committees and Task Forces;

EMPHASIZING that IUCN has a diverse membership, and that members from all parts of the world must be able to participate in its work in an equitable and effective manner;

RECOGNIZING that while IUCN must give particular support to its members in developing countries it should also encourage change in consumption and resource use patterns in the developed world;

WELCOMING the increasing decentralization of the Secretariat and the Commissions, and the emergence of regional meetings of members as an important component of the democratic processes of the Union;

HAVING RECEIVED the Strategy for IUCN - The World Conservation Union, prepared by the Director General in partnership with the Council, as General Assembly paper GA/19/94/8;

The General Assembly of IUCN - The World Conservation Union, at its 19th Session in Buenos Aires, Argentina, 17-26 January 1994:

1. ADOPTS the Strategy, subject to its amendment to take account of discussion during the General Assembly, as policy guidance for the development of the Union in the coming Triennium, 1994-1996;
2. SPECIFICALLY ENDORSES the following principal recommendations of the Strategy:

- (a) That the Mission of IUCN, the World Conservation Union, is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable;
- (b) That IUCN will perform its Mission by:
 - harnessing the strengths of its members, Commissions and other constituents to build global alliances for conservation;
 - strengthening the institutional capacity of its members to conserve biological diversity and safeguard ecological life-support processes at local, regional and global levels;
 - promoting enhanced cooperation between governmental and non-governmental members leading to a strengthening of the human skills of the member organizations and partners;
 - providing a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social and political dimensions, at global, regional and national levels, and by supporting this with appropriate services;
 - developing expert networks and information systems in support of its members and other constituents, especially at regional and national levels;
 - communicating authoritative statements on conservation, drawing on the expertise of its members, Commissions and Secretariat;
 - influencing national and international legal and administrative instruments with the aim of guaranteeing populations the right to enjoy the benefits provided sustainably by the environment;
 - mobilizing the Union's distinctive strengths so as to influence international environmental policies, including those of

the United Nations and its Specialized Agencies and Programmes and of international financial institutions;

- assisting in the development of mechanisms for debating and resolving transboundary and transnational environmental issues;
 - participating actively in the preparation of international Conventions relevant to the conservation of nature and natural resources, thereby enhancing the leadership role of the Union in environmental affairs;
- (c) That IUCN commits itself to maintaining the highest ethical and professional standards in carrying out its Mission, and urges its members to make a similar commitment;
- (d) That the Director General, under the guidance of the Council, should conduct an analysis of existing and potential constituents, and especially members, of the Union, and formulate and implement a plan of action with the goal of securing the kind of membership, partnerships and relationships that would most effectively advance the Mission of the Union;
- (e) That the IUCN Programme should integrate the work of the Commissions and Secretariat and address the following main themes:
- (i) monitoring and assessing what biological diversity exists, under what conditions, identifying the threats to its conservation, and developing an enhanced capacity to define priorities for conservation action;
 - (ii) understanding how species and ecosystems function, how they might be sustained by conservation practice, and how to ensure that any use of wild living resources for human benefit is sustainable;
 - (iii) developing and testing methods for the conservation and adaptive management of species and ecosystems;
 - (iv) identifying, analyzing and understanding how human behaviour, value systems, knowledge systems, social policy, development approaches and economic activities relate to the above functions and actions;
 - (v) understanding how these relationships may affect conservation, sustainable use and equitable access to natural resources;
 - (vi) assessing what policies, changes in behaviour, management, social organization, legal framework and international

arrangements are necessary to implement sustainable forms of development which recognize these relationships;

- (vii) where damaging impacts do occur, assessing what adjustments are necessary and what tools (processes, policies, methods, instruments) are most effective in compensating for, or correcting, those impacts;
 - (viii) promoting the continuing training and education of conservationists at all levels, and encouraging their involvement with local communities worldwide in the development of sustainable ways of living;
 - (ix) communicating the work of the Union, and advocating its agreed policies directly and through media and interpretative systems, so as to influence societies in accordance with the Mission;
- (f) That the Operational Plan to be prepared by the Director General and Secretariat should ensure that the Programme is balanced in its themes and geographical emphasis, is prepared and implemented in partnership with IUCN members and other constituents, and includes a mechanism for monitoring and evaluating progress within the Union in programme implementation and by governments, inter-governmental institutions and non-governmental organizations (NGOs) in pursuing appropriate agendas for conservation;
- (g) That in discharging the Union's role, following the procedures outlined in the Strategy, the Council, Director General and Secretariat must be bound by the decisions of the General Assembly, and guided by the conclusions of the technical programmes and the expertise of the Commissions and Secretariat;
- (h) That the Council, advised by the Director General and in consultation with the membership, undertake a critical review of the national links and regional units in IUCN, and make proposals for any necessary changes, including changes in Statutes, to the 20th Session of the General Assembly, paying particular attention to:
- (i) the establishment of a regional system which takes account of the political, social and economic characteristics of the various countries in the regions, and guarantees an equitable numerical representation by Councillors;
 - (ii) the possibility of statutory definition of the role of National Committees in IUCN;

- (iii) other issues listed in Resolution 19.5;
- (i) That the Council, advised by the Director General and in consultation with the membership, undertake a critical analysis of the decentralization process in the Secretariat and Commissions so as to ensure that the pattern serves the members and partners in an optimal way, and formulate proposals for consideration by the 20th Session of the General Assembly;
- (j) That IUCN take all appropriate steps to expand and strengthen its membership, especially among NGOs in developing countries, by:
 - (i) reviewing its criteria for eligibility for membership to take into account the inter-relationship between conservation and development issues and objectives, and so as to maintain the cohesion and focus of the Union and ensure a high degree of consistency between the Mission of IUCN and the missions of individual members;
 - (ii) exploring alternative procedures and mechanisms for the payment of dues by members in the most economically disadvantaged countries;
- (k) That:
 - (i) the General Assembly be re-named "The World Conservation Congress" and maintained as a forum for discussion of global conservation issues, and as the main opportunity for sharing information and experience and harmonizing views among the members of the Union;
 - (ii) the General Assembly programme should include a separate section dealing with governance issues, restricted to members and with a limited size of delegations;
 - (iii) Regional Forums of members be held, as a rule at least once between each Session of the General Assembly, in each region or sub-region to involve members more closely in the preparation of the programmes and strategies of the Union, in networking and sharing of experiences, and in arranging for joint action and implementation of activities;
 - (iv) the Council continue to be the principal organ of central governance between Sessions of the General Assembly and should meet at least twice a year, and that the Bureau should be retained in case of urgent need;
 - (v) the accountability of the Council to the membership should be enhanced through better reporting procedures;
- (vi) the Council strengthen the central machinery of the Union for the consideration of scientific and programmatic matters by establishing an appropriate Committee of Council to serve as the Union's scientific and technical advisory body;
- (vii) that, in addition to Commission Chairs and other Councillors as full members, the Director General and representatives of ICSU, UNEP, UNESCO and WWF, should be non-voting members of this Committee, which should have the power to invite additional experts to participate in appropriate components of its work;
- (1) That, in order to enhance the work of the IUCN Commissions as a vital component of the Union:
 - (i) the Council, in consultation with the membership, Commissions and Director General, should develop for each Commission a clear mission which derives from the Mission of the Union, and conforms with the objectives determined by the General Assembly;
 - (ii) the Council, in consultation with the Director General, should establish procedures for achieving more integration of Commission strategic planning and other activities into the IUCN Programme, more active support by Commissions of members' activities in their regions and sub-regions, and more involvement of Commissions in the Policy Development Programme to be managed from IUCN Headquarters;
 - (iii) the Director General should ensure that the Secretariat actively provides support to the work of the Commissions, that as a minimum two full-time Secretariat members are assigned to work with each Commission, and that, in addition, consideration is given to the possibility of providing additional support to Commission Chairs, and where appropriate, Deputy and Vice Chairs;
 - (iv) Commission Chairs shall continue to be elected by the membership at the governance session of each General Assembly on the basis of nominations from the Council, and shall remain full members of the Council;
 - (v) the continuing process of strategic planning should keep the number, roles and mandates of the Commissions under review;

- (vi) reviews of the Commissions should be undertaken periodically, and should identify the minimum resources needed for efficient operation;
- (m) That the President, the Vice-Presidents and the Councillors shall have as their first duty the implementation of the Mission of IUCN;
- (n) That their specific duties shall be:
 - (i) The President
 - (a) to chair the General Assembly, the Council and the Bureau;
 - (b) to convene meetings of the Council, when deemed necessary or when so requested by at least one-third of the members of the Council;
 - (c) to convene meetings of the Bureau;
 - (d) to represent the Union at high level, both globally and nationally;
 - (e) to undertake any other task assigned to the President by the General Assembly or, on behalf of the General Assembly, by the Council;
 - (ii) Vice-Presidents
 - (a) to assist the President in the discharge of his/her functions, especially in the region that the Vice-President represents;
 - (b) when requested by the President, or in the absence of such a request, when elected to do so, to chair Sessions of the General Assembly, Council or Bureau;
 - (iii) Elected Councillors from the Regions
 - (a) to serve on the Council, and if elected, on the Bureau, in a personal capacity;
 - (b) to advise on applications for membership from the regions they represent;
 - (c) to chair Regional Forums and other gatherings of members from their regions as appropriate;
 - (d) to chair Regional Advisory Councils as appropriate;
 - (e) to consult the membership on issues to be discussed in the Council, and convey their opinions to the Council;
 - (f) to represent their region on the Council;

- (g) to advance the interests and Mission of the Union in their regions;
 - (h) to undertake such other tasks as may from time to time be entrusted to the Councillor by the Council;
 - (o) That the Director General shall, within available resources and within the budget and policies approved by the General Assembly and Council, support the work of Councillors, especially from developing countries, so as to make their role on behalf of the members more effective; the budget to be allocated in each case shall be agreed annually with the Director General;
 - (p) That the Director General and Secretariat shall prepare, and after approval by the Council shall implement, a Revenue Generation Plan, as part of the Operational Plan to give effect to this Strategy;
3. That the strategic planning process shall be continued during the Triennium 1994-1996, under the leadership of the Director General guided by the Council, and that the next stage of the process must be planned so as to permit useful input from the membership, and must treat outputs, responsibilities, time scales and financial implications explicitly;
 4. That the Director General be requested to report to the 20th Session of the General Assembly on the measures taken to implement and develop the Strategic Plan, and to provide an up-dated version to guide the Union's continuing development in the Triennium 1997-1999.