

Summary Minutes of the 1st SC of the IUCN 20-year Strategic Vision Project

INTERNATIONAL UNION FOR CONSERVATION OF NATURE 1st Steering Committee of the IUCN 20-year Strategic Vision Project By conference call on 22 December 2022- 14:00 to 16:00 CET

Attendance: see list of participants and acronyms in *Annex A*

Agenda Item 0: Introductory remarks by the President and the Director General, followed by a round of introduction from the members of the SC.

- RAM welcomed the participants, including members of the Bureau and selected members who had expressed interest in being part of this Steering Committee leading to the development of a 20-year vision for the Union. She underlined the need for new ideas on organizational effectiveness, without forgetting the DNA of the organization to serve members, and empowering the frontlines; in particular women, young people and indigenous people in a rapidly changing world.
- Each member of the SC introduced themselves and the expertise they will bring into the 20-year Strategic Vision.
- BRO presented the Agenda including the Items for information and decision (see *Annex B*).

Agenda item 1. Background of the 20-year Strategy Project & role of the Project SC

- For information, BRO presented the background:
 - ✓ IUCN Congress Resolution 147
 - ✓ the four phases and workstreams based on the Strategy project initiation approved by the Council
 - ✓ the overall timeline and Council checkpoints
 - ✓ the structure of the project
- Discussion and clarification on the role of the SC and on the iterative process to be carried out based on the process and documents designed by the Project Management team. The SC will provide feed-back and concrete inputs for strategic reflection and questions, spanning from the analysis of external landscape, the options to be considered for IUCN, implementation approaches of the selected option in aspects such as governance, financial sustainability and delivery mechanisms. The SC will provide conceptual and practical contributions between the SC meetings according to their interest and expertise.

Agenda item 2a. Operative timeline and check points of the Project SC

- The timeline was presented by the Director General and approved noting the need to remain flexible to respond to any update of external contexts.

SC confirmation.

The SC approved the operative timeline and check points of the SC meetings

Agenda item 2.b. Annotated table of contents.

- BRO and TA presented the Table of contents and addressed specific questions for each chapter and subchapter.
- In the situational analysis a key question to be raised is the role of IUCN and how this role impacts IUCN's vision and mission.
- Guiding principles should be discussed and agreed upon to orient the analysis and definition of the IUCN Strategy. Some initial examples: IUCN as an agile and responsive organization in a rapidly evolving world; and IUCN focus on values and organizational culture changes.
- RAM underlined the need to manage expectations and to consider IUCN's legal set-up and perspectives from members.
- The 20-year Strategic plan will facilitate the preparation of the 4-year medium term plan, with ongoing updates on strategic priorities to reflect the changing context.

SC decision

- The table of contents was approved
- In addition, by January 27th latest, the SC' members will send to BRO and TA ideas and proposals for the guiding principles (in bullets) as an executive input to the IUCN Strategic document. The consolidated Guiding Principles will be discussed during SC2.
- Considering the need for more in depth discussion on Parts I and II (situational analysis) as well as on the criteria to define IUCN options (Part III), the February SC meeting will be organized in a workshop format lasting about half a day.

Agenda Item 2.c. Final draft report on the "Management response to the external review of aspects of IUCN's Governance".

- The SC is not ready to discuss and provide feed-back on the report; and needs more time for review.
- The SC recognized that part of the recommendations is relevant to the overall IUCN Strategy. However, the SC does not have the authority and/or expertise to provide feed-back on all of them.
- BRO clarified that the report is an additional task to be considered by the IUCN Strategic Vision Project, as per the Congress Resolution

SC decision

- I. The SC requested time to review the Final draft report on the "Management response to the external review of aspects of IUCN's Governance". The SC postponed the submission of a recommendation to the Council.
- II. Members of the SC will share feedback on the Report on governance by January 27th latest.
- III. The SC will discuss the report during SC2 meeting, prior to submission to the Council.
- IV. The Council will provide clarification (during C108 II) on the expected role of the SC in the review of the Report on governance

Item “Next Steps” of the Agenda

SC decision

The adjusted agenda for the February SC2 meeting will include:

- Suggested guiding principles sent by the SC members to the Project team at the latest by January 27th, 2023
- Situational analysis draft
- Criteria to define options for the IUCN future
- Elements of operational plans
- Preparation of member’s consultation phase
- Next steps

Annex A. List of participants & acronyms –

SC1 20-year Strategic Vision Project, 22 December 2022

Apologies are listed in red, no answer in blue.

Council Members part of the SC

- | | |
|-----------------------------------|-----|
| 1. Ms Razan Al Mubarak- | RAM |
| 2. Mr Nihal Welikala, | |
| 3. Ms Bibiana Sucre – | BS |
| 4. Mr Rick Bates - RB | |
| 5. Ms Susan Lieberman, | |
| 6. Mr Vivek Menon - | VM |
| 7. Mr Said Ahmad Damhoureyeh, | |
| 8. Mr Peter Michael Cochrane - | PMC |
| 9. Ms Hilde Eggermont, | |
| 10. Ms Kristen Walker Painemilla, | |

Frederic Launay

Nominated for the Project SC

- | | |
|------------------------------------------|-----|
| 11. Mr. Marco Lambertini, Italy- | ML |
| 12. Ms. Zdenka Piskulich, Costa Rica - | ZP |
| 13. Ms. Monique Yigbedek, Cameroon - | MB |
| 14. Ms. Linda Wong, China - | LW |
| 15. Ms. Dedee Woodside, Australia - | DW |
| 16. Mr. Alejandro A. Imbach, Argentina - | AI |
| 17. Mr. John Robinson, USA- | JR |
| 18. Ms. Swetha Stotra Bhashyam, India | SSB |
| 19. Mr. Kanyinke Sena, Kenya | |

Secretariat.

- | | |
|-----------------------|-----|
| 20. Bruno Oberle | BRO |
| 21. Antonia Mihaylova | |
| 22. Tania Ammour | TA |
| 23. Louise Imbsen | LI |

Annex B- Agenda of the 1st Sc

Introduction - for information

Agenda

14:00-14:20*	20mn	Introduction	IUCN President	
14:20-14:35*	15mn	1. Background of the 20-year Strategy Project and role of the Project Steering Committee	DG & plenary	<i>For information</i>
14:35-14:45*	10mn	2.a. Operative timeline and check points of the Project SC	DG & plenary	<i>For Information & confirmation</i>
14:45-15:20*	35mn	2.b. Annotated table of contents	DG & plenary	<i>For discussion & decision</i>
15:20-15:50*	30mn	2.c. Final draft report on the "Management response to the External Review of aspects of IUCN's Governance"	DG & plenary	<i>For discussion & decision</i>
15:50-16:00*	10mn	Next steps and closing remarks	DG	<i>For agreement</i>

² *: CET zone

Summary Minutes of the 2nd SC of the IUCN 20-year Strategic Vision Project

INTERNATIONAL UNION FOR CONSERVATION OF NATURE 2nd Steering Committee of the IUCN 20-year Strategic Vision Project By conference call on March 24th, 13:00- 17h CET

Attendance: see list of participants and acronyms in *Annex A*

Agenda Item 0: Introductory remarks by the IUCN President and the Director General, presenting the agenda of the workshop

- The IUCN President (RAM) welcomed the participants; and paid tribute to Dr Kathy MacKinnon.
- RAM highlighted the responsibility of the SC to lead IUCN's operation changes required for the next 20 years through the Congress Decision 147.
- BRO presented the background, timeline and check-points according to the Strategy Project Initiation Document approved by the Bureau and during SC1; as well as the agenda of the workshop (see *Annex B*).

Agenda items 1 & 2. External situational analysis & trends (Chapter 2) and IUCN today (Chapter 1)

- NM presented the highlights the trends and emerging issues in the external situational analysis. Main elements were presented around critical themes and tendencies and potential attention from IUCN on these issues (Summary and full document¹):
- TA presented the highlights of the analysis on IUCN today, focusing on reflections related to: IUCN boundaries, complexity, growth, impact, IUCN as a Forum, Emerging roles, Finances, Governance, organisational and delivery models; and reflections to be considered for the future of IUCN. (Full document²)

Discussion and feedback:

- The 2 chapters are a good foundation, provides a rich review of information and a point of departure. They need to be adjusted – including, among others, the following scope/information:
- Chapter 1- IUCN Today:
 - Need to cut a lot and make it more succinct; and to broaden the analysis of IUCN including Members, the Regional/National Committee and Commissions engagement, and interactions between the constituencies.
 - Highlighting IUCN's added value, key attributes and role in the conservation movement.
 - Reflect high level messages that the strategy is intending to address
- Chapter 2- External situational analysis & trends:
 - Need to make more succinct, and to link the trends/different emerging areas to IUCN's potential role.
 - The issue of the private sector needs more development in delineating what could IUCN do for/with the private sector
 - Develop a section on the evolution of the conservation movement, its status and potential role of IUCN Members and Commissions in future scenarios.

¹ [Chapter II External situation and trends summary](#); [Chapter II Full document External situation and trends](#)

² [Chapter I IUCN today](#)

SC decision on Item 1 and 2 (Analysis on IUCN today & External situational and trends analysis).

The Project Team will adjust CH 1 and Ch2 taking into consideration the SC feedback during the workshop as well as written comments to be received after the meeting. Chapters 1 and 2 will be shared ahead of SC3, for approval (and submission to the Council).

Agenda item 3. Identification and selection of IUCN scenarios for the future and description

BRO presented the process, aspects considered, and identified potential IUCN scenarios for the future.

The three-breakout group discussion and plenary session generated a rich and productive exchange. Some of the feedback included:

- The entry point to define IUCN options/scenarios should consider “where do we want IUCN to be”; pay more attention to the strategic direction rather than specific operational scenarios.
- Consider the original statutory role of IUCN: how knowledge, science, portfolio, and other functions can strengthen IUCN power as a convener;
- Based on the above aspects: what structure and mechanisms should be adjusted to identify statutory changes as needed.
- IUCN financial sustainability & IUCN governance structure are key challenges for consideration
- Scenario 1 (IUCN close down) should not be considered.
- Hybrid Scenarios 2 and 3 should be considered, enhancing the role of Regional Offices in support to constituencies in the Regions, strengthening the role and power of regional and national committees; as well as commissions, with clear roles and responsibilities.
- Another additional scenario should be considered focusing on a decentralised delivery through members- secretariat and commissions; and connecting from local to regional and global levels (empowering local/national/ regional levels for more engagement in IUCN governance).
- Acknowledging that today, many other organisations also generate knowledge, IUCN scenarios need to consider how to retain and boost IUCN’s unique positioning – i.e. legitimacy through bringing together the different category of members –.
- Devolving power from the Centre to the Regions would promote more integration grounded in the regions and the democratization of conservation action. It would also have a set of implications in IUCN statutes and governance mechanisms.

SC decision on Item 3: IUCN scenarios for the future.

Additional written feedback and comments from the SC members to be sent to the 20y-SV Project team

Additional meeting /feedback before SC3 will be considered to: 1) decide on the adjusted Chapters 1 and 2; and 2) review and advance the IUCN Scenarios.

Agenda Item 4. Basic elements on the consultation to members

BRO presented the preliminary plan for the consultation process, proposing a two-fold approach:

- First: during second half of 2023: consultation to members on the IUCN scenario. This consultation will be carried out through a virtual platform (with open and closed/multiple-choice questions to allow for both quantitative and qualitative data); webinars to be set

through Regional Committees, as well as face-to-face consultation (TBC). A consolidated report will include all the results from the consultation and be submitted to Council early 2024.

- Second: during the Regional Fora, final report will be socialised and discussions on the required statutory changes may also take place.
- The decision on the consultation format, content, and timing for decision making from members statutory organs (national, regional committees) and council will need to be discussed and agreed by the SC

SC decision on Item 4: Elements on the consultation process to members.

The Project Team will submit the members' consultation plan at SC3.

Other issues

BRO provided updated information on the **Report on "Management response to the External Review of aspects of IUCN's Governance"**: during C108 II, the Council agreed to establish – through the Governance and Constituency Committee (GCC) – a Task Force composed by Ramon Perez-Gil Salcido, Shaikha Salem Al Dhaheri and Sixto J. Inchaustegui that will work on the management response. Indeed, the Task Force took into consideration the feedback from the 20-year SV Steering Committee (selected recommendations to be considered in the design of the IUCN 20-y SV). The Task Force produced a document that will be sent to the SC by the 20-y SV Project Lead.

The GCC-TF document includes guidance and selected recommendations; the IUCN 20y-SV SC will reflect on the recommendations to be considered for the operational plan once the IUCN scenarios are identified.

From now on, the Council TF will take on the overall responsibility to table and implement a proposed action plan.

In addition to the "Consolidated selected recommendation from the SC on the Final report on Management Response to the ER of aspects of IUCN's Governance" shared prior to SC2, the Project Lead will send the GCC Task Force's input to the SC.

Next steps: items to be included in the next SC meeting (SC3)

- 1- Chapter 1 and 2 for approval
- 2- Chapter 3 for discussion and approval
- 3- Outline of Chapter 4 (Operational plan) to be discussed. The operational plan will be developed after the consultation to Members on IUCN future scenarios.
- 4- Agree on the plan for Consultation to members
- 5- Agreed package chapters 1, 2, 3, and elements of 4 to be submitted to the Council.
- 6- Next steps.

Annex A. List of participants, Acronyms and Work Group's members

SC2 20-year Strategic Vision Project, 24 March 2022

Apologies are listed in red.

<u>Council Members part of the SC</u>	<u>Acronym</u>	<u># Group - Item 3</u>
24. Ms Razan Al Mubarak-	RAM	1
25. Mr Nihal Welikala	NW	3
26. Ms Bibiana Sucre –	BS	2
27. Mr Rick Bates -	RB	
28. Ms Susan Lieberman	SL	2
29. Mr Vivek Menon	VM	
30. Mr Said Ahmad Damhoureyeh,		
31. Mr Peter Michael Cochrane -	PMC	3
32. Ms Hilde Eggermont	HE	1
33. Ms Kristen Walker Painemilla	KW	
Frederic Launay		
<u>Nominated for the Project SC</u>		
34. Mr. Marco Lambertini	ML	1
35. Ms. Zdenka Piskulich,	ZP	1
36. Ms. Monique Yigbedek	MB	3
37. Ms. Linda Wong,	LW	1
38. Ms. Dedee Woodside,	DW	2
39. Mr. Alejandro A. Imbach	AI	1
40. Mr. John Robinson	JR	3
41. Ms.Swetha Stotra Bhashyam,		
42. Mr. Kanyinke Sena, Kenya		
Secretariat.		
43. Bruno Oberle	BRO	2
44. Antonia Mihaylova	AM	
45. Tania Ammour TA	TA	3
46. Louise Imbsen LI	LI	
47. Nicolas Mateo NM	NM	2
48. Alejandro Carlos Imbach ACI	ACI	2
49. Marcus Lees-Millais ML	ML	
50. Mine Pabari, Facilitator	MP	

Annex B- Agenda of the workshop - 2nd SC meeting

13:00 – 13:05	5 mn	Welcome	IUCN President	<i>For information</i>
13:05 – 13:15	10 mn	Introduction & to-date SC1 minutes progress	IUCN DG	<i>For information</i>
13:15 – 13:35	20mn	Situational analysis and trends	Nicolas Mateo	<i>For information</i>
		IUCN Today	Tania Ammour	
13:35 – 14:05	30mins	Discussion on Situational analysis & IUCN Today	Plenary Discussion	<i>For feed-back & decision</i>
14:05 – 14:15	10mn	Break		
14:15 – 14:30	15mn	Proposed IUCN scenarios	IUCN DG	<i>For information</i>
14:30 – 15:20	50mins	- Reflection & discussion on IUCN scenarios for the future	Group Work (30mins) Plenary (20mins)	<i>For reflection & decision</i>
15:20 – 15:30	10mn	Break		
15:30 – 16:20	45mins	- Implications for scenarios selected by the SC	Group Work (30 mins) Plenary (15mins)	<i>For reflection & decision</i>
16:20 – 16:30	10mins	Elements for consultation with Members	IUCN DG	<i>For Information</i>
16:30 – 17:00	30 mins	Next steps & closing	IUCN DG IUCN President	

5

Summary Minutes of the 3rd SC of the IUCN 20-year Strategic Vision Project

INTERNATIONAL UNION FOR CONSERVATION OF NATURE 3rd Steering Committee of the IUCN 20-year Strategic Vision Project By conference call on May 16th 2023, from 12:00CET to 15:00CET

Attendance: The list of participants can be found in **Annex A**.

The full presentation made to the SC can be found here: [LINK](#)

Agenda Item 0: Introduction

The IUCN President, Razan Al Mubarak welcomed the participants, introduced the meeting objectives, and the agenda (see **Annex B**).

Agenda item a. Chapter 1 (IUCN today) & Chapter 2 [Situational analysis & trends](#) – Adjusted version.

Bruno Oberle, IUCN Director General, thanked the SC for all the inputs and feedback that allowed to improve Chapters 1 and 2. The SC recognised that in their current version, Chapters 1 and 2 are provisional documents which will require further refinements based on the Council review and IUCN Member consultation.

SC decision on Chapter 1 & 2 (Analysis on IUCN today & External situation and trends analysis).

The Steering Committee of the IUCN 20-year Strategic Vision Project:

- *Approved the submission to Council (C109) of Chapters 1 and 2: “Analysis of IUCN today” and “External situation and trends” for review;*
- *Recognised that these are provisional texts which will be improved based on consultations with Council and the Membership;*
- *Requested that a place-holder be left in Chapter 1 for inclusion of a section on Value Proposition to Membership, once defined by Council;*
- *Upon Council approval, these documents will be submitted to Members as part of the package for Consultation (June 2023 onwards);*

Agenda items b, c and d. [Chapter 3- 20 years IUCN Options](#).

The DG presented the highlights of Chapter 3. The SC recognised the need to discuss and define the *IUCN core functions* (roles) to guide the discussion on “*What IUCN wants to be*”, “*Who we want to serve*” and “*What topics we need to engage in*”; before moving to the definition of IUCN operational changes. In essence, form must follow function.

Outcomes of the 3 working groups.

The following was highlighted:

a) How IUCN wants to be recognised?

- Strong convening power – including conflict resolution – and amplifying the diversity of voices
- Service oriented
- Enabling and empowering its members, leading collaborative and intergenerational work.

Note: “Biodiversity” as IUCN niche should be emphasized.

b) IUCN Roles:

- Keep a focus (core functions) on *convening/networking power* and on *knowledge generation* including stewardship of indigenous and local knowledge
- *Policy/advocacy* are central roles – as defined in IUCN statutes– including promoting Indigenous perspectives and gender in conservation
- *Capacity building* services to Members, including knowledge products (access) and dissemination, project design and implementation and organisational management. Particular attention must be given to capacity building to youth.
- *Conservation action:*
 - to respond to “developing, testing and demonstrating sound practices through field projects” (IUCN Regulations, Art. 2c.)
 - to increase /enable members’ engagement in conservation action on the ground; mobilising Members (including State Members) at different levels of project implementation /execution.

c) Challenges associated with IUCN roles:

- *Convening/networking, knowledge generation and policy engagement:*
 - ✓ Crowded space (with entities such as IPBES, UNEP and others)
 - ✓ Financial support (who could or should fund these roles?) considering negative trends in unrestricted funding and the lack of a long-term sustainable strategy.
 - ✓ The Secretariat’s support decreases due to diminishing core/unrestricted funding.
- *Conservation action:*
 - ✓ The Secretariat becoming just another NGO, in competition with Members
 - ✓ Financial risks as the portfolio budget increases and the organisation does not have sufficient reserves/access to unrestricted funding
 - ✓ To what extent the project portfolio can include /increase the support to “traditional” roles of convening/networking, knowledge generation and policy engagement?

d) Stakeholders

In relation to stakeholders, there is a clear need to have special consideration to *youth and women* engagement. In the case of *Members*, there is an expectation to address the “imbalance of power” among Members (small grass roots organisations vs large NGO).

Private sector: IUCN as i) A provider of standards, information, tools based on demands from the private sector. The private sector will increasingly need high quality nature-based products to trade in the new economy and high rate of return on investment; ii) A knowledge generator of products for the new economy; and iii) Networking with the private sector in IUCN convening role – neutral space for sectoral or multi-sectoral dialogue-. Need to discuss how to define agreements with the private sector and how it could influence IUCN values.

e) Responsibilities of the Secretariat.

Specific suggestions were provided in relation to the *Secretariat*:

- Facilitating, convening and bringing the voices of Members (in particular small organisations) into decision making.
- Leaning on, and taking advantage of the different skills of Members and Commissions

- Capacity building and facilitation with governments, and between governmental and non-governmental Members.

f) IUCN Agenda

The following key issues were highlighted:

- ✓ Interlinkages between biodiversity and climate change
- ✓ Conservation finance
- ✓ Valuation of biodiversity
- ✓ Measuring dependency and impact of business on biodiversity
- ✓ Consumption footprints
- ✓ Trade-offs between biodiversity and other policies (agriculture, climate, energy...)

g) Implications: to be addressed to resolve or mitigate the challenges.

- ✓ Shifting the financial model.
 - Future IUCN funding might include the private sector.
 - The definition of alternative business models/resource mobilisation would require a different set of capabilities within the Union.
- ✓ Decentralisation:
 - Of decision-making: shifting responsibilities from Council to Regional and National Committees or to Secretariat functions (with Regional Offices providing greater support to Members in the Regions). **Would require Statutory changes.**
 - Of convening/networking and policies to emphasise issues of more relevance to Members.
 - Of project implementation by engaging Members more directly in conservation action

Knowledge generation may require a more centralised function.

SC decision on Chapter 3.

- A survey related to key issues of Chapter 3 will be sent to the SC for individual feedback; the inputs will be used to adjust Chapter 3, in addition to the notes and collective feedback received during the SC3.
- An adjusted version of Chapter 3 will be circulated to the SC members to get their written comments. No need for another meeting.
- Once Chapter 3 is approved by the SC, it will be submitted to the Council.
- The schedule for Chapter 3 review and final approval by the Council will need to be revisited

Agenda Item e. Plan for consultation with IUCN Members.

The plan for consultation with IUCN Members prepared by the Project team and included in the presentation was not discussed. The discussion will be carried out once Chapter 3 is completed and approved.

Annex A. List of participants, Acronyms and Work Group's members

SC2 20-year Strategic Vision Project, 16 May, 2023

Apologies are listed in red.

<u>Council Members part of the SC</u>	<u># Group</u>
51. Ms Razan Al Mubarak-	1
52. Mr Nihal Welikala	3
53. Ms Bibiana Sucre –	2
54. Mr Rick Bates -	-
55. Ms Susan Lieberman	2
56. Mr Vivek Menon -	2
57. Mr Said Ahmad Damhoureyeh,	1
58. Mr Peter Michael Cochrane -	-
59. Ms Hilde Eggermont	1
60. Ms Kristen Walker Painemilla	2
Frederic Launay	
<u>Nominated for the Project SC</u>	
61. Mr. Marco Lambertini	
62. Ms. Zdenka Piskulich,	
63. Ms. Monique Yigbedek	3
64. Ms. Linda Wong,	1
65. Ms. Dedee Woodside,	1
66. Mr. Alejandro A. Imbach	2
67. Mr. John Robinson	3
68. Ms. Swetha Stotra Bhashyam,	2
69. Mr. Kanyinke Sena, Kenya	-
<u>Secretariat and Project team.</u>	=
70. Bruno Oberle	3
71. Antonia Mihaylova	
72. Tania Ammour	3
73. Nicolas Mateo	2
74. Alejandro Carlos Imbach	1
75. Mark Salway	2

Annex B- Agenda of the workshop – 3rd SC meeting

Time (CET)	Duration	Item	Responsible/participants	
12:00-12:10	10mn	Introduction	IUCN President/DG	
12:10-12:20	10mn	a. Chapters 1 & 2. Adjusted version	DG - Plenary	<i>For decision</i>
12:20-12:40	20mn	b. Chapter 3. "20 years IUCN Options"- presentation	DG - Plenary	<i>For information</i>
12:40-13:20	50mn	c. Chapter 3: Sections 3 and 4. "What IUCN wants to be in a changing world?" and "IUCN strategic directions for the future"	Working groups & plenary session.	<i>For reflection & decision</i>
	10mn	Break		
13:30-14:40	60mn	d. Chapter 3: Sections 5 & 6. Suggested Options & implications	Working groups & plenary	<i>For reflection & decision</i>
14:40-14:50	10mn	e. Plan for consultation to IUCN members	DG- Plenary	<i>For information & decision</i>
14:50-15:00	10mn	f. Agreement SC meeting and next steps, including On-line survey on IUCN Options	IUCN President/DG.	<i>For decision</i>