

92nd Meeting of the IUCN Council
Gland, 8-9 February 2017

Draft Agenda Rev 2 ¹

Wednesday, 8 February 2017 – 92nd Council Meeting ²
(Location: Main Room)

Time	Agenda Item/Content	Documents ³ Last update 8 February
08:30-09:00	Item 1: The President's opening remarks and approval of the agenda COUNCIL DECISION	C/92/1 Agenda of the 92nd Council Meeting C/92/1/2 Rev1 Comments from IUCN Members
09:00-10:30	Item 2: Oral report of the Director General (DG) and presentation of the 2017 Work Plan and Budget including the DG's proposed steps towards a relevant and stable IUCN <i>Presentation followed by Q&A and discussion. The draft 2017 Work Plan and Budget will first be discussed in the Committees and presented for approval under Item 6 on 9 February taking into account the Committees' recommendations. It will include the DG's follow-up to Bureau decision B/68/4 (p. 232) "Towards a relevant and stable IUCN Secretariat". The DG will also report back on the DG's priorities 2016, and present the DG's priorities for 2017. The lunch time presentations of regional programs form part of the DG's report to Council.</i> COUNCIL DECISION	C/92/2/1 DG's monthly reports Sep-Dec 2016 C/92/6 The 2017 IUCN Work Plan and Budget C/92/2/2 DG Report on Results Achieved 2016 C/92/2/3 DG's objectives for 2017
10:30-10:45	Break	
10:45-12:15	Item 3: Annual strategic discussion of the Council <i>Based on the Director General's presentation of a "strategic risk matrix" and the DG's proposed steps towards a relevant and stable IUCN Secretariat, the Council will discuss the strategic risks facing the Union including possible changes in the internal and external operating environment, the positioning of the Union and its long term viability. Actions to be taken as a result of this discussion will be documented and kept under review.</i>	
12:15-12:30	Item 4 (Part I): Establishment, and appointment of the chairs, deputy chairs and members of the Council committees <i>Based on draft terms of reference, and Council members' expressions of interest received prior to the Council meeting, the President will propose that the committees hold their first meeting on the basis of a preliminary proposal for their membership and designate a chair only for the purpose of chairing the first meeting. The definitive membership of the committees, incl. chairs and deputy chairs, will be decided on 9 February.</i>	C/92/4/1 ToR of the PPC C/92/4/2 ToR of the FAC C/92/4/3 ToR of the GCC

¹ Explanatory notes regarding versions Rev 1 and Rev 2 at the end

² Color code: **Strategic direction** Oversight **Fiduciary responsibilities and accountability**

³ All Council documents are listed in this column. They are accessible via a hyperlink as soon as they become available and posted in the [Union Portal](#)

12:30-14:00	<p>Working lunch: Presentation of Regional and Global Programs by Regional and Global Thematic Directors (Location: Think Tank)</p> <p><i>During the previous terms, the Director General, as part of her Report to Council, used to offer at each Council meeting a presentation by a Regional and/or a Global Thematic Director about their work priorities, achievements and challenges in order to enable Council members to familiarize themselves with the decentralized Secretariat:</i></p> <ol style="list-style-type: none"> 1. Luther Bois Anukur, Regional Director, Eastern and Southern Africa Regional Office, Nairobi 2. Antonio Troya, Director, Centre for Mediterranean Cooperation, Málaga 	
14:00-18:00	<p>Item 5: Council committee meetings</p>	
	<p>5.1 Programme and Policy Committee (PPC)</p> <p>5.1.1 Terms of Reference of the PPC</p> <p>5.1.2 Draft 2017 IUCN Work Plan and Budget</p> <p>5.1.3 Specific Programme and Policy issues:</p> <p>5.1.3.1 Evaluation of the 2016 Motions Process and how it will impact the next one</p> <p><i>The 2016 IUCN Congress Participant Survey Report, dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also Reflections from the 2016 WCC Resolutions Committee received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017.</i></p> <p>5.1.3.2 Update on the Member Pledges in the context of the implementation of the 2017-20 IUCN Programme (strengthening the One Programme Approach)</p> <p>5.1.3.3 Follow-up to the 2016 Congress Resolutions in general and specific Resolutions requiring action from Council</p> <p><i>With regard to WCC-2016-Res-029, see the note "The IUCN Urban Alliance - Summary of an informal discussion, London, 20 January 2017" (by Ted Trzyna) received on 30 January 2017.</i></p> <p>5.1.3.4 Implementation of the Hawai'i Commitments</p> <p>5.1.4 Input to the strategic objectives and priorities of Council 2017-20</p> <p><i>The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.</i></p>	<p>C/92/4/1 ToR of the PPC</p> <p>C/92/6 The 2017 IUCN Work Plan and Budget</p> <p>C/92/5.1.3.3 (and C/92/5.3.2.2) Resolutions requiring action by Council</p>
	<p>5.2 Finance and Audit Committee (FAC)</p> <p>5.2.1 Terms of Reference of the FAC</p> <p>5.2.2 Financial forecast 2016</p>	<p>C/92/4/2 ToR of the FAC</p>

<p>5.2.3 Resource mobilization update</p> <p>5.2.4 Draft 2017 IUCN Work Plan and Budget</p> <p>5.2.5 Commission financial rules</p> <p>5.2.6 Update from the Head of Oversight</p> <p>5.2.7 Update from the Legal Adviser</p> <p>5.2.8 Input to the strategic objectives and priorities of Council 2017-20</p> <p><i>The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.</i></p>	<p>C/92/6 The 2017 IUCN Work Plan and Budget</p> <p>C/92/5.2.5 Commission Financial Rules</p>
<p>5.3 Governance and Constituency Committee (GCC)</p> <p>5.3.1 Approval of Terms of Reference of the GCC</p> <p>5.3.2 Governance issues:</p> <p>5.3.2.1 Update on the evaluation of the 2016 World Conservation Congress (WCC) and discussion of how it might impact the next one</p> <p><i>The 2016 IUCN Congress Participant Survey Report, dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also Reflections from the 2016 WCC Resolutions Committee received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017. These documents will inform Council at future meetings when considering Congress related matters, with the exception of the length and format of the next Congress on which the <u>Secretariat seeks guidance from Council at this 92nd meeting, in order to be able to launch the bidding process for the next Congress immediately after the Council meeting.</u></i></p> <p>5.3.2.2 Follow-up to 2016 Congress Resolutions requiring specific action from Council:</p> <p>i. WCC-2016-Res-003: establish a working group composed of Councillors and Members on the role and membership of local and regional governments in IUCN</p> <p><i>The GCC recommends a process for the establishment of the working group.</i></p> <p>ii. WCC-2016-Res-002: recognize the Global Group for National and Regional Committee Development</p> <p><i>Council received a document – with a draft Council decision - from Chris Mahon with a report on the first meeting of the Global Group for National Committee Development held on 18 January 2017.</i></p> <p>5.3.2.3 Adoption in 2nd reading of amendments to the Regulations regarding IUCN membership for indigenous peoples' organisations</p> <p><i>Following the 2016 Congress adoption of amendments to the Statutes</i></p>	<p>C/92/4/3 ToR of the GCC</p> <p>C/92/5.1.3.3 (and C/92/5.3.2.2) Resolutions requiring action by Council</p> <p>C/92/5.3.2.2/2 Report from the first meeting of the Global Group for National Committee Development</p> <p>C/92/5.3.2.3 Amendments to the Regulations</p>

<p><i>and the Rules of Procedure, and taking into account any comments or objections which IUCN Members may submit by 26 January 2017, the Council is invited to adopt, in 2nd reading, the consequential amendments to the Regulations which were approved by Council in 1st reading in April 2016 (decision C/88/12).</i></p>	
<p>5.3.2.4 Revision of the Council Handbook required by Council decision C/88/7 (Council Agenda Item 12)</p>	<p>C/92/5.3.2.4 Revision of the Council Handbook</p>
<p><i>In April 2016, the Council approved “Enhanced practices and reforms of IUCN’s governance” (Council decision C/88/7) and requested that the Council Handbook be updated accordingly. The Secretary to Council is using this opportunity to prepare a complete revision of the Council Handbook (2003) to reflect decisions taken and practice adhered to by Council in the last two terms. The Secretary to Council will draw the GCC’s attention to a limited number of issues on which additional guidance or direction from Council is required before the Handbook can be completed. The GCC will review these issues and make recommendations including, as the case may be, that a subset of the Council be requested to prepare recommendations for approval of the Council or the Bureau.</i></p>	
<p>5.3.2.5 Council input to the Management Response to the External Review 2015 (on aspects related to IUCN governance)</p>	<p>C/92/5.3.2.5 Management Response to the External Review 2015</p>
<p><i>As required by Council decision C/88/7, the Council will receive the Management Response to the External Review 2015 in order for Council to add its comments on recommendations that might address IUCN governance aspects, while the Management Response shall be shared between Council and the Director General when it comes to the review of the Commissions.</i></p>	
<p>5.3.3 Constituency issues:</p>	
<p>5.3.3.1 Approval of membership applications, incl. applications deferred from the previous Council (Council decision C/90/3)</p>	<p>C/92/5.3.3.1 Rev1 Admission of IUCN Members</p>
<p><i>The GCC makes recommendations on a number of membership applications on the basis of the due diligence carried out by the Secretariat, including three applications that met with objections from the IUCN membership and were deferred by the previous Council.</i></p>	
<p>5.3.3.2 Membership in Category C – indigenous peoples’ organizations: membership dues and transfer between Membership Categories of current indigenous peoples’ organization Members</p>	<p>C/92/5.3.3.2 Rev1 Membership in Category C</p>
<p><i>Subject to Council approving the amendments to the Regulations (Cf. Agenda Item 5.3.2.3), the GCC makes a recommendation regarding the requests from indigenous peoples’ organizations that are currently Members of Category B and wish to be transferred to the new Category C established by the 2016 Congress. In addition, a recommendation is required regarding the membership dues for Category C.</i></p>	
<p>5.3.3.3 Appeals against Council decision C/88/21 admitting the Born Free Foundation and rejecting the membership application of the Animal Legal Defense Fund;</p>	<p>C/92/5.3.3.3 Appeals against Council decisions regarding membership applications (with Annex I to IV)</p>
<p><i>The GCC makes a recommendation whether to submit the appeals to</i></p>	

	<p><i>an electronic vote of the IUCN membership in 2017 or to the 2020 Congress. In addition to the documentation already provided to the Council members with the President's message of 26 October 2016, the Council will receive a proposal from the Secretariat of the timetable and questions on which IUCN Members will be invited to vote in case Council opts for the electronic vote.</i></p> <p>5.3.3.4 Recognition of National and Regional Committees</p> <p><i>The GCC makes a recommendation regarding the applications for the recognition of National Committees.</i></p> <p>5.3.3.5 Transfers between membership categories and Members changing their name</p> <p><i>According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category. Several Members have also notified IUCN of a change of their name.</i></p> <p>5.3.3.6 Update on the IUCN membership and on the preparation of a membership engagement strategy</p> <p><i>The GCC receives an update on the current membership and the preparation of the membership engagement strategy referred to in the IUCN Programme 2017-20 (pp. 47).</i></p> <p>5.3.3.7 Information on the status of the work plan of the GCC 2012-16</p> <p>5.3.4 Input to the strategic objectives and priorities of Council 2017-20.</p> <p><i>The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.</i></p>	<p>C/92/5.3.3.3 with Annex V to X</p> <p>C/92/5.3.3.4 Recognition of National Committees</p> <p>C/92/5.3.3.5 Rev1 Change of category and name of IUCN Members</p>
18:30-20:30	Council's working dinner with the Director General (Location: Think Tank)	
20:30	Transfer to the hotel	

Thursday, 9 February 2017 – 92nd Council Meeting

(Location: Main Room)

Time	Agenda Item	Document/Content
08:30-09:30	<p>Item 6: Approval of the 2017 Work Plan and Budget including the steps proposed by the DG towards a relevant and stable IUCN</p> <p><i>Taking into account the recommendations of the Council committees (PPC and FAC).</i></p> <p>COUNCIL DECISION</p>	<p>C/92/6 The 2017 IUCN Work Plan and Budget</p> <p>C/92/1/2 Rev1 Comments from IUCN Members</p>
09:30-10:15	<p>Item 7: Reports of the Committees</p> <p><i>Note: Regulation 59 (d) revised, and practiced, during the 88th Council</i></p>	<p>Written report of the PPC</p> <p>Verbal report (PPT) of</p>

	<p><i>meeting (April 2016), requires all committees to submit a <u>written report</u> (Word or PowerPoint) by the beginning of Thursday morning's Council meeting with their conclusions and recommended Council decisions on issues for which they are responsible according to their ToR or which in their view do not require to be debated again in Council. The written reports will be approved without debate in Council except if a Council member requests to open debate on a specific issue presented in the written report. The committees present a <u>verbal report</u> (if possible with slides) with their recommendations on the issues they consider necessary to debate with the full Council, followed by decisions on these issues. The committees input to Item 6 will have already been presented.</i></p> <p>7.1 Report of the Programme and Policy Committee (PPC)</p> <p><i>Approval of the PPC's written report, and debate and decision on recommendations presented in the PPC's verbal report to Council other than the committee's input for Agenda Item 6.</i></p> <p>COUNCIL DECISIONS</p>	the PPC
10:15-11:00	<p>7.2 Report of the Finance and Audit Committee (FAC)</p> <p><i>Approval of the FAC's written report, and debate and decision on recommendations presented in the FAC's verbal report to Council other than the committee's input for Agenda Item 6.</i></p> <p>COUNCIL DECISIONS</p>	Written report of the FAC Verbal report (PPT) of the FAC
11:00-12:00	<p>7.3 Report of the Governance and Constituency Committee (GCC)</p> <p><i>Approval of the GCC's written report, and debate and decision on recommendations presented in the GCC's verbal report to Council.</i></p> <p>COUNCIL DECISIONS</p>	Written report of the GCC Verbal report (PPT) of the GCC
12:00-13:00	Lunch in the Cafeteria	
13:00-15:00	<p>Item 8 (Part I): Council's strategic objectives and priorities for 2017-20</p> <p><i>Discussion in small groups taking into account the inputs from the Council committees and the outcomes of the strategic discussion. Purpose is to determine priorities, the objective(s) for each one of them as well as elements of a Council work plan for the next four years. The outcomes of this discussion will be presented by two/three Council members (to be designated) in the afternoon under Item 8 (Part II), for discussion and approval.</i></p>	
15:00-15:15	<p>Item 4 (Part II): Appointment of the chairs, deputy chairs and members of the Council committees (Article 50 of the Statutes and Regulation 59)</p> <p><i>The Council will determine the definitive membership of the three standing committees taking into account feedback from Council members following the first meeting of the committees, and appoint the chairs and deputy chairs of the committees on the basis of a proposal from the President following his consultations with Council members. The chairs will become ex officio members of the Bureau.</i></p> <p>COUNCIL DECISION</p>	

15:15-15:25	<p>Item 9: Appointment of the Vice-Presidents and other members of the Bureau of the IUCN Council [Regulations 45 (c) and 57 (a)]</p> <p><i>The Council will appoint the members of the Bureau on the proposal of the President following consultation with Council members.</i></p> <p>COUNCIL DECISION</p>	
15:25-15:30	<p>Item 10: Appointment of the Legal Adviser</p> <p><i>The Council shall appoint the Legal Adviser on the recommendation of the Director General (Article 46 (o) of the Statutes, Regulations 45 (d) and 87).</i></p> <p>COUNCIL DECISION</p>	
15:30-15:45	<p>Item 11: Additional appointments of members of the Steering Committees of the IUCN Commissions</p> <p>COUNCIL DECISION</p>	<p>C/92/11 Rev3 Appointments to Steering Committees of IUCN Commissions</p>
15:45-16:00	BREAK	
16:00-17:30	<p>Item 8 (Part II): Council's strategic objectives and priorities for 2017-20</p> <p><i>Presentation by two/three Council members (to be designated) of the outcomes of the discussion under Part I held at the beginning of the afternoon followed by discussion and Council approval. If necessary, Council agrees a process to prepare a proposal for approval during the next Council meeting.</i></p> <p>COUNCIL DECISION</p>	
17:30	<p>Item 12: Any other business</p>	
18:00	Adjournment	
18:15	Transfer to the hotel	

Explanatory notes regarding version Rev 1 of 20 December 2016:

1. John Robinson urged that we explicitly address as a full Council the questions discussed by the last Council in terms of the financial challenges facing the Union, the constraints that this might impose on the work of the Union, and the recommendations of the Director General (DG) on steps to address these challenges, so as to reach a consensus and support for the DG's recommendations. These questions will indeed be addressed in the report of the DG and, in particular, as part of the proposed Work Plan and Budget 2017 which will be presented at the beginning of the Council meeting under Item 2 and submitted for approval on the last day of the Council meeting under Item 6, taking into account the recommendations of the Council committees. This has been made clearer in the annotations under agenda Item 2 by referring to [Bureau decision B/68/4](#) (p. 232) "Towards a relevant and stable IUCN" the follow-up of which was discussed in the Council on 31 August 2016 as John Robinson explained in his comment on the agenda. Obviously, issues around a relevant and stable IUCN may also be considered under other agenda items such as Item 3 "Annual strategic discussion of the Council" and Item 8 "Council's strategic objectives and priorities for 2017-20".
2. Peter Cochrane questioned the order of the reporting from Committees and the disproportionate time allocated for formal Committee reporting which, compared to the 90 minutes for (hopefully) an in-depth discussion of the issues facing the union for the next four years based on informal reporting from Committee discussions, doesn't fill him with optimism that we will have developed a strong, coherent and shared view of the issues ahead, and for agreeing Council's objectives and priorities. It would seem more logical to Peter to have the Committees report before we deal with the strategic discussion and the Council's objectives and priorities, which could then reflect the culmination of the various inputs. The risk with this proposed approach is the strategic discussions and settling of objectives and priorities would take place after lunch on the last day of Council. To reduce this risk, the formal reporting from Committees could be constrained into a tighter timeframe - perhaps no more than 3 hours (0830-1130), which would mean we would start the Council strategic discussion before lunch.

In response to Peter's suggestions, the order of agenda items has been modified and more time allocated for the strategic discussion and Council's priorities and objectives. It would indeed be more logical for all committees to present their reports on all issues covered during their meetings of the previous day in order for the ensuing discussion of Council priorities and objectives to reflect the culmination of the various committee inputs. However, in light of Peter's suggestion concerning the agenda of the Retreat, namely to consider the context in which IUCN will be operating before the Council discussion of priorities and objectives, it would seem even more logical to schedule Council's strategic discussion immediately following the DG's report which will include the presentation of the strategic risk matrix and the Work Plan and Budget 2017 and address the DG's proposed steps towards a relevant and stable IUCN. In addition, this would provide context for the standing committees' input to the Council priorities and objectives.

It has indeed been the objective of Council's governance reforms of 2016 to allow more time for Council to effectively exercise its strategic direction and oversight roles by assigning more responsibilities to Council committees and reforming the format of their reporting to Council (cf. Regulation 59). It will not only require effective time management as Peter indicates, but also effective implementation of the committees' new reporting format. Some 45 minutes have been allocated on 9 February for each committee's verbal report to Council with the exception of the GCC which has been allocated 1 hour in light of the many decision items it is expected to present to Council.

3. Further, almost the entire afternoon of 9 February is reserved for discussion of Council's strategic priorities and objectives required by Regulation 44bis, with the exception of 45 minutes for a number of appointments. In a way, this item is a continuation of the strategic discussion of the Council (Agenda Item 3) but focused on how the Council will address the issues facing the Union in the next four years. It is proposed to conduct the discussion of Council strategic priorities and objectives in two steps:
 - a. Part I: determine priorities, the objective(s) for each one of them as well as elements of a Council work plan for the next four years in break-out groups followed by discussion of the results of the break-out groups applying the "carousel" methodology with the assistance of a facilitator;

- b. Part II: The outcomes of Part I will be presented by two Council members (to be designated) later in the afternoon, for discussion and approval.

Note that, in future, once a Bureau will have been established, such matters as appointments could henceforth be referred to it for decision. It would be very helpful and reduce the time required for appointments of the members of Commission steering committees – which is actually the continuation of a discussion already held in Hawai'i on 10 September 2016 - if the Chairs of the Commissions provided their nominations of candidates in writing well in advance of the Council meeting.

4. The item "Record the approval of [Summary Minutes of the 91st Council Meeting \(10 September 2016\)](#)" has been removed. For many years, the agenda of every Council meeting included an item recording the approval of decisions of the Council and the Bureau approved by email or remote meetings between sessions of the Council. This has proved necessary at times the summary minutes of the Council meetings were the only way for IUCN Members or any member of the public to find out what, if anything, Council had decided during its meetings or what the Council and Bureau had decided between meetings of the Council. However, as a result of Council's revised Transparency Policy, all 6 decisions of the Council and 29 decisions of the Bureau approved between Council meetings in the period 2012-16 have been published on the [website](#) in the three official IUCN languages. During the term 2017-20, we will not only continue to publish all decisions but, in addition, maintain an [Index of decisions](#) which, on the basis of key search terms, will help anyone consulting the website to find the decisions they are looking for. In that regard, it is no longer necessary to include a (purely administrative) item on the agenda of each Council meeting. It is not required by the procedures either because Regulation 52 provides very clearly that, unless there are objections which need to be dealt with at the next meeting, the summary minutes of the Council meeting are considered approved by email correspondence of the Council.
5. The approval of the Council Handbook does not need to appear as a separate item on the Council plenary's agenda as it has been included in the agenda of the GCC (as Item 5.3.2.4). The GCC will either make a recommendation on substantive issues or on a process to prepare decisions on substantive issues.

Explanatory notes regarding version Rev 2 of 16 January 2017:

6. At the request of the Director General, a working lunch has been added with presentations of regional programs by the Regional Director for Eastern and Southern Africa and the Director of the Centre for Mediterranean Cooperation. During the previous terms, the Director General, as part of her Report to Council, used to offer at each Council meeting a presentation by a Regional and/or a Global Thematic Director about their work priorities, achievements and challenges in order to enable Council members to familiarize themselves with the decentralized Secretariat. The presentations are scheduled during lunch time in order to maximize time for discussion during the Council's meeting time.
7. As part of Agenda Item 2, DG Report to Council, the DG will also report back on achievements in the context of the DG's priorities 2016 approved by Council in April 2016, and present for approval the DG's priorities for 2017.

Comments from IUCN Members on the Council Agenda and the 2017 Work Plan and Budget

Preliminary note: as required by the Transparency of Council, the following documents were made available to IUCN Members:

1. The draft agenda of the 92nd Council meeting – with email notification on 13 January 2017
2. The 2017 Work Plan and Budget – with email notification on 26 January 2017.

1. Comments on the draft agenda of the 92nd Council meeting

See attached hereafter as Annex 1 a letter from the IUCN South American Committee dated 31 January 2017 received on 2 February 2017. (Note: the original Spanish version of the letter could not be attached herewith because of a pass word protection)

2. Comments on the 2017 Work Plan and Budget

From: Jim Thomas [<mailto:tenkileconservationalliance@yahoo.com.au>]
Sent: 27 January 2017 02:07
To: IUCN Membership
Subject: IUCN 2017 Workplan & Budget

Dear IUCN,

thank you for circulating the latest documents.

I am going through the 'IUCN 2017 Workplace & Budget' & am impressed with what is written.

I think that under "Valuing & conserving Nature - Page 12" in addition to:

"IUCN will generate assessments based on IUCN Standards:

- *10,000 IUCN Red List of Threatened Species assessments, 2,000 re-assessment
- *Completion of the IUCN Red List of Ecosystems global classification of ecosystems methodology and database, completed assessments of the ecosystems of the Americas and Europe, numerous new country level RLE assessments *Incorporation of Green List of Protected Areas metrics into Protected Planet
- *Full integration of three protected areas datasets (WDPA, DOPA, RRIS)
- *Development of the Key Biodiversity Areas database and identification of new Key Biodiversity Areas in six regions *Integrating the IUCN Red List of Threatened Species database with the Global Invasive Species Database and improve invasive species monitoring for more than 10 countries"

we need to include IUCN's perspective & estimate on:

- *how much of the World's natural resources have already been lost - estimated percentage
- *what is remaining & where - also stating the importance of each area (in terms of carbon, biodiversity etc) via a grading system
- *how much is being protected - estimated percentage
- *how much more should be protected in terms of priority - projected aim

*what is the limit that we can't go beyond? - estimated tipping point of the planet

Looking forward to working more with IUCN from here in Papua New Guinea.
FYI - our organisation, the Tenkile Conservation Alliance, is currently protecting, what I estimate to be, approximately 1% of the remaining primary tropical rainforest.

yours truly

Jim Thomas
CEO - Tenkile Conservation Alliance (also a member of CEESP & WCPA)
www.tenkile.com
IUCN member
<http://www.martyvids.com.au/so/2LchQy9U#/main>

See attached hereafter as Annex 1 a letter from the IUCN South American Committee dated 31 January 2017 received on 2 February 2017. (Note: the original Spanish version of the letter could not be attached herewith because of a pass word protection)

Sao Paulo, January 31, de 2017

Mister
Xinsheng Zhang
IUCN President

Dear Mr. President Zhang:

I am writing to you, very respectfully, on behalf of the IUCN South American Committee, which brings together to representatives of South American Members in every country, the representatives of the Commissions and Councilors of our region.

The South American Committee, meeting virtually on January 30, has reviewed the Council's proposed agenda and the document proposed by the Secretariat: Annual Plan and Budget for 2017 in order to bring to the Council some criteria that we hope will help in the decision-making process.

First of all, we thank the Secretariat for sending the documents, however, we must say that we are concerned because, this time, the documents were late (26 January) and they are available only in English version. These are fundamental documents to govern the Union during this and future years; therefore we would like to be informed on time and using all the official languages. Our policy is to provide feedback to our Councilors, but this situation has created difficulties in our job. For these reason, Mr. President, we kindly request that the three official languages be used in communications and documentation sent to Members.

We have known with great enthusiasm that this year will be developed a Membership Strategy. In this regard, we would like to point out that the Members of this region are ready to collaborate in the consultation processes that the Council undertakes to build the Strategy. We are confident that a participation process will allow to IUCN to build a Strategy including the points of view of all Constituents.

Let us express, Mr. President, our concerned regarding the trend on core funds reduction and the possible impact that this situation can bring on an organization based on its Members. We are also concerned about the use of part of core funds to manage projects. If there is a growth of restricted funds, the activities related to projects should be cover by those funds. On the other hand, we believe that the increase in restricted funds should be taken as an opportunity to strengthen the One Program Approach. We mean that projects will be designed and implemented with the due consultation and involvement of all the Constituents of the Union. We would highly appreciate having a presentation of the strategic analysis that allows us to understand the distribution of funds.

The Annual Plan and Budget document for the year 2017 mentions that there is participation of the Members in the execution of the Program, we are really happy about that. In this regard, we would like

to suggest making visible the indicators to follow-up on the implementation of the One Program Approach through, not only quantitative but also qualitative indicators.

Sincerely yours,

Silvia Cappelli
President ad interim
IUCN South American Committee

C.c. Jenny Gruenberger, Councilor
Carlos Durigan, Councilor
Members of the South American Committee

Informal Translation



Santiago de Chile, 5 de febrero 2017

**Estimados Jenny Gruenberger y Carlos Durigan
Consejeros Regionales UICN**

Reciban nuestros cordiales saludos:

Producto de los incendios forestales que azotan a gran parte de Chile central y zona sur, se han quemado al 31 de enero de 2017, 511.000 hectáreas, que van desde la región de Coquimbo a la Región de la Araucanía, es decir, han afectado a 7 de las 15 regiones del país.

De estas 511 mil ha, 93 mil ha corresponden a praderas y matorrales, 88 mil ha a bosque nativo, 46 mil ha a terrenos agrícolas y 283 mil hectáreas a terrenos silvícolas. Los territorios quemados corresponden principalmente a ecosistemas mediterráneos, zonas ecotonales con gran biodiversidad caracterizada por la presencia de muchas especies endémicas. Aún no se puede dimensionar la magnitud del daño a la biodiversidad que estos incendios han provocado.

CODEFF desde el primer momento ha estado contribuyendo al rastreo, rescate, cuidado y recuperación de la fauna silvestre que ha sido afectada por los incendios, estamos trabajando con equipos de médicos veterinarios y preparando a más de 100 voluntarios, para ir a las zonas más afectadas.

En estos momentos estamos realizando una campaña denominada “Chile Ayuda a su Fauna”, y que tiene los siguientes objetivos:

- i) Recaudar fondos nacionales e internacionales para el rastreo, rescate y rehabilitación de fauna silvestre afectada por los incendios forestales.
- ii) Recaudar fondos para monitorear el estado de los ecosistemas naturales afectados, en especial Sitios prioritarios para la conservación de la biodiversidad, Santuarios de la Naturaleza y Sitios IBAs (KBAs) que han sido afectados por los incendios.
- iii) Recaudar fondos para el funcionamiento y adecuación del Centro de Rehabilitación de Fauna Silvestre (CRFS) de CODEFF para que éste pueda recibir animales heridos por los incendios como zorros, guiñas, pudúes y loros.
- iv) Recolectar insumos médicos (para atender a los animales heridos) e implementos para las actividades de terreno (rastreo y rescate de fauna).
- v) Organizar y llevar a cabo campañas de rastreo y rescate de fauna silvestre.

Una de las tareas que tenemos, es la recolección de insumos veterinarios para el tratamiento de animales quemados, así como de implementos de seguridad y de rescate de fauna para apoyar a los voluntarios en terreno, tales como cascos, mascarillas con filtro, guantes de cuero, zapatos de seguridad, bastones de sujeción, chinguillos, cajas de cartón, jaulas para transporte de animales, etc.



Otra acción a la que nos hemos avocado es la coordinación con diversos organismos de gobierno y otras ONGs para acudir a las zonas siniestradas en busca de animales heridos.

Sin embargo, una de nuestras principales preocupaciones en este momento, son los Sitios Prioritarios para la Conservación de la Biodiversidad, Santuarios de la Naturaleza y Sitios IBAs (KBAs) que han sido afectados directa o indirectamente por los incendios forestales, sobre todo en la región del Maule y Biobío.

Necesitamos con urgencia dimensionar el daño y afectación a la fauna silvestre que habita en ellos, como también a todo el ecosistema. Tenemos planificado realizar un monitoreo en terreno y un análisis a través de percepción remota de los mismos, una vez que se conozca la situación real de afectación y pérdida de biodiversidad causada por los incendios, cooperaremos junto a otras organizaciones de la sociedad civil y servicios públicos en la elaboración de planes de restauración a corto, mediano y largo plazo.

Asimismo, nuestro Centro de Rehabilitación de Fauna estará disponible para la recepción, atención y rehabilitación de fauna silvestre afectada.

El gobierno a través del Ministerio de Medio Ambiente, formó un Comité Nacional de Restauración Ecológica que se encuentra operativo y al cual fuimos invitados a participar para con otros actores tomar las primeras acciones para diagnosticar la afectación a los ecosistemas y su posterior restauración. Sin embargo este proceso de inicio y estudio puede resultar largo y necesitamos actuar ahora.

Para llevar adelante esta campaña necesitamos recaudar fondos de manera urgente que nos permita cubrir los gastos asociados a estas actividades y por lo mismo solicitamos informar al Consejo de esta grave situación que afecta a los ecosistemas y biodiversidad en Chile, y concitar el apoyo de UICN.

Esperamos contar con todo el apoyo para dar fuerza a esta gran labor de restauración de la flora, el ecosistema, y re inserción de los animales rehabilitados.

Desde ya muchas gracias,

Atte.

XIMENA SALINAS GONZALEZ
Presidenta Nacional, Representante Legal
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MAURICIO VALIENTE OLIVARES
Director CODEFF – Punto Focal para UICN
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From: [ANDERSEN Inger](#)
Subject: DG's report for September 2016
Date: 01 October 2016 17:22:44

**Sent by bcc function to +All IUCN Staff Worldwide;
+IUCN Councillors 2016-2020**

Dear Colleagues,

As this is my first report after the IUCN Congress allow me, first of all, to reiterate a very warm welcome to our [new Councillors](#). I look forward to working with each and every one of you over the course of the next four years.

What took place at the Honolulu Convention Centre over 1-10 September was truly amazing. A slick machinery which delivered beyond my wildest expectations. At the time, I wrote to thank you all for your dedication, professionalism and for the energy that went into the planning and delivery of this unique and powerful gathering.

We can be proud of this collective achievement.

More people attended Congress than ever before. More countries were represented than ever before. The quality of the panels and events in the Forum was unanimously lauded by participants. The IUCN Congress received eye-popping media coverage. Members left inspired. Important initiatives were launched. The new motions process worked seamlessly. The list goes on and on.

Without a doubt, this was a smooth and historic IUCN Congress.

Delegates left Hawai'i with a renewed commitment and a determination to ensure that conservation imperatives will prevail and will be leveraged into sectors beyond our traditional community – this will certainly be needed to [Navigate Island Earth](#).

Allow me to share some of the anecdotal feedback that got relayed to me: “a truly inspirational event”, “an extremely successful Congress”, “a very productive gathering”, “a fascinating, bewildering experience”, “it made many breakthroughs and people feel very good about it”, “I am proud of the deep and lasting impression IUCN and Hawai'i made on the world”, “IUCN continues to grow from strength to strength”, “It could not be more important”...

I am interested in obtaining more detailed feedback, courtesy of an ongoing survey of Congress participants. I am also interested in the opinion of staff and, to this effect, we will be issuing in the coming days a very simple survey so as to identify what worked well and what could have worked better. Based on this, we will be able to hold a more informed debriefing session. I am holding back at this stage on some of the items I would like to propose.

From Honolulu to Johannesburg, to Marrakech to Cancun

There was not much breathing time between the end of the IUCN Congress and the next meeting, as I was in Johannesburg for CITES CoP17 where I was invited to speak at the ministerial session on 23 September – although I did manage a few days on Big Island with my

family (who contributed to the Congress as volunteers).

If there was any doubt concerning the significance of IUCN motions, there can be no better reminder than a CITES meeting! May I express my appreciation again to the strong IUCN delegation composed of staff and Commission members. It was a privilege, in particular, to work with both the former and the current Chairs of the Species Survival Commission.

As negotiations have yet to come to a conclusion in Johannesburg, we are also turning to two other major events in this year's busy calendar.

At the UN Climate Change Conference 2016 in Marrakech in November, I am keen that we announce our contribution to the [Momentum for Change](#) initiative, through a new area of focus on Nature Based Solutions.

For the CBD COP-13 in Cancun in December, I would like to see how to profile the Hawai'i Commitments, in particular in so far as agriculture (one of the main themes of the meeting) is concerned, also building on the inspiring [session](#) organized at the Members' Assembly.

Towards a relevant and stable IUCN

Together with the Leadership Team, my overarching priority remains to prepare the organisation for 2017 and beyond in the context of changing donor patterns, but also leveraging on the platform created by a hugely successful IUCN Congress. I will continue to use this report to communicate regularly on the topic.

In this regard, you will have received an invitation to participate in the Town Hall meeting on 4 October. I will give you an update on how we are managing this process and invite you to ask questions you may have. Timing allows for the participation of Asia, West Asia, Africa and Europe but the session will be recorded for the benefit of colleagues from other regions also.

As part of the exercise of building a relevant and stable IUCN, we continue to strengthen our relationship with Swiss authorities. Earlier this week for instance, I met with François Longchamp, President of the Council of the Republic and Canton of Geneva. Most recently, we signed a project with the Canton of Geneva on strengthening the resilience of vulnerable populations to food security in Senegal.

In a similar vein, we continue to strengthen ties with Swiss-based organizations. By way of example, in a few weeks I will deliver a keynote at the annual meeting of the Europarc Federation. The event is to take place in the [Parc Jura Vaudois](#), close to our offices in Gland. I would encourage interested colleagues to take advantage of the presence of many participants from across Europe and, if possible, to attend part of this [conference](#).

For all the work that was demonstrated this month in particular, I send you my thanks and my sincere appreciation.

Inger

PS. As always, you can check out what I am up to by following me on Twitter ([@andersen_inger](#)).

Inger Andersen

Director General

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From: [ANDERSEN Inger](#)
Subject: DG's report for October 2016
Date: 03 November 2016 18:17:11

**Sent by bcc function to +All IUCN Staff Worldwide;
+IUCN Councillors 2016-2020**

Dear Colleagues,

October was another jam-packed month which took me to London and Washington DC for high level exchanges on climate friendly landscapes and global commons. I was in Berlin to discuss the legal status of IUCN in Germany. In Gland, I met with the newly appointed Ambassadors of Guatemala and Norway to the United Nations and other International Organisations in Geneva.

We are parks!

In a rare opportunity to visit the vicinity of our offices in Gland, I was in the village of Le Sentier, in the Jura Vaudois Park, to deliver a keynote at this year's edition of the [Europarc Conference](#), the largest gathering of park professionals in Europe. I met with Ignace Schops, President and Carol Ritchie, Executive Director to discuss potential avenues for further collaboration with Europarc Federation (an IUCN Member). I was also delighted to meet with Olivier Schär, Director of the Jura Vaudois Park.

This month, we also lost one of the world's most celebrated voices on protected areas, [Lawrence S. \(Larry\) Hamilton](#), who contributed immensely to the work of the World Commission on Protected Areas (WCPA). Let me pay tribute to his formidable legacy.

Regaining the Global commons

The big event this month was, undoubtedly, the [Dialogue on Our Global Commons](#) which we co-organized with the Global Environment Facility (12-13 October, Washington DC). The 150 top-level participants rallied around a new effort to safeguard the global commons because "never before have we understood our place in the Global Commons as we do now; never before have we had the tools, knowledge, and creativity that we have now; and never before have we had the shared purpose and will to act that we have now. And because never again will we have the opportunity".

The Dialogue called, in particular, for developing innovative solutions that reflect the interdependence of all systems including food, urban, energy, production & consumption, freshwater, and oceans. Linked to this, I issued a request to relevant IUCN Secretariat Staff as well as Commission Chairs / Deputy Chairs to contribute to a short survey to help us map where our Union's particular strengths on agriculture with a view to developing a Strategic Vision. May I kindly remind you to complete the survey by 11 November.

In London meanwhile, I participated in a meeting hosted by the Prince of Wales International Sustainability Unit on Climate Friendly Landscapes (26 October), with the participation of HRH The Prince of Wales as well as other dignitaries such as Stéphane Le Foll, French Minister of Agriculture, Rory Stewart, UK Minister of State at the Department for International Development, Andrea Leadsom, UK Secretary of State for Environment, Food and Rural Affairs and Minister Isabel García Tejerina, Spanish Minister of Agriculture. The focus of the meeting was to garner support for the French [4p1000 Initiative](#) so that this initiative can be further boosted in Marrakesh at [COP22](#).

Towards a relevant and stable IUCN

As in previous months, I continued to impress upon national and local authorities the current issues facing our organisation. In October, I met in particular with Catherine Labouchère, Member of Parliament of the Canton of Vaud.

I had an opportunity to update staff on efforts currently underway to build a “relevant and stable IUCN” during a townhall meeting which took place on 4 October – scheduled so as to allow for the participation of colleagues from Asia, West Asia, Africa and Europe.

To help me oversee the change process, I established a Steering Committee composed of Mike Davis, Stewart Maginnis, Aban Marker Kabraji, Ricardo Tejada and Ramiro Zacarias. I have asked Mark Smith to lead, taking on the role as Manager of Organizational Change. I am very grateful to Mark for agreeing to step up in this manner. Over the course of the month, the Committee met 4 times, during which time we have finalised the Terms of Reference and composition of working groups tasked on delivering concrete and focused recommendations. We will send regular updates to staff on the process to ensure that everyone is in the loop as this moves forward.

I will also update you on progress of this critical work at our next townhall meeting on 13 December.

With my best wishes,
Inger

PS. As always, you can check out what I am up to by following me on Twitter ([@andersen_inger](https://twitter.com/andersen_inger)).

Inger Andersen

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From: [ANDERSEN Inger](#)
Subject: INFO: DG's report for November 2016
Date: 02 December 2016 10:59:07

**Sent by bcc function to +All IUCN Staff Worldwide;
+IUCN Councillors 2016-2020**

Dear Colleagues,

I send this report from Cancun where CBD COP 13 is to focus on mainstreaming biodiversity for well-being (but more on this in my December report). This month took me to Brussels, Helsinki, New York, Washington and of course Marrakech. Allow me to recap on some highlights.

Nature-based solutions for climate change

Last year, we invested massively in UNFCCC COP21 which allowed us to leverage our Union for greater influence and visibility. Although this year's climate summit in Marrakech was of an entirely different nature, it was important to demonstrate that we are in this space for the long run. Once again, I am so proud of what the IUCN delegation accomplished this time round (with my particular thanks to Sandeep Sengupta for overall coordination).

A major outcome was the recognition of the critical role of Nature-based solutions for implementing the Paris Agreement. I relayed this message in the [High Level panel](#) at the conclusion of the COP.

In truth, IUCN was visible on many fronts. Our forest work is now recognized by all Parties as some of the most innovative and results-oriented in the sector. On gender, we clearly stand out as a real leader. On ecosystem-based adaptation, we are a recognized convener. On oceans, we are recognized as a leader on blue carbon and beyond. On aspects of voice, inclusion, faith, rights and culture, we are seen as a trusted partner and platform for our Members. There is also increasing recognition of our contribution on water.

On agriculture, we have pried the door open – I was delighted in particular to sign up to [the 4 per 1000 initiative](#) on soils for food security and climate with French Minister of Agriculture Stéphane Le Foll. As part of our [Global Commons project](#) with the Global Environment Facility, I also teamed up with Naoko Ishii, the GEF CEO, in an event on transforming the food system.

As you may have seen from my Twitter messages, I also held numerous bilaterals in Marrakech, including with Minister Surasak Karnjanarat (Thailand), Minister Josh Frydenberg (Australia), Minister Karolina Skog (Sweden), State Secretary Jochen Flasbarth (Germany) and HRH Princess Lalla Hasnaa (Morocco).

Setting sail after Hawai'i

November also provided a number of opportunities to profile the outcomes of the IUCN Congress, including the Hawai'i Commitments.

For instance, US Ambassador Pamela K. Hamamoto organized a luncheon which allowed me to brief and mobilize deeper commitment from the Geneva PermRep community (4 November).

Likewise, the Permanent Representation of the Slovak Republic to the EU hosted a debrief event

for Missions in Brussels, with the participation of Commissioner Vella as well as IUCN Councillor Hilde Eggermont (7 November). IUCN is clearly well appreciated in Brussels, as demonstrated by the fact that this was a full-house event (with my sincere thanks to Luc Bas and his team).

As part of our efforts to build broader constituencies for nature, I participated this month in the meeting of the International Olympic Committee (IOC) [Sustainability and Legacy Commission](#) in Lausanne (9 November). The meeting, chaired by H.S.H. Prince Albert II, was an opportunity to review the IOC Sustainability Strategy (with my thanks to Giulia Carbone).

Earlier this week in New York, I participated in the board meeting of the United Nations Global Compact. In particular, I had an opportunity to discuss how the SDGs can serve as a platform for inspiration and breakthrough innovation to deliver the solutions needed for 2030 (with thanks to Gerard Bos and his team).

Towards a relevant and stable IUCN

I seize the opportunity of this report, as in previous months, to provide an update concerning organizational change. Throughout November, the Steering Committee met 3 times, with good progress being made to deliver the work package reports by the December deadline. May I here sincerely thank the members of the work packages for putting extra time, energy and creativity into addressing these difficult issues.

I had an opportunity to discuss and clarify change management related issues with the Staff Representatives Group in Gland (22 November) as well as with staff in the Washington Office (30 November). This proved extremely helpful and I would like to thank colleagues for their input.

May I remind you that I will be providing a comprehensive update to staff during a Townhall on 13 December. An invitation has been issued to that effect and, as always, the session will be recorded for those unable to attend on the day. Please do send any questions you would like addressed during the Townhall ahead of time or on the day itself to [+DGO](#).

Finally, in November, I also met with Kai Mykkänen, Minister for Foreign Trade and Development Finland to discuss future framework support beyond 2016 (21 November). My short stay in Helsinki also allowed for exchanges, in particular, with IUCN National Committee and FIBS (a corporate responsibility network). Earlier in the month, Finland also participated in the annual meeting of IUCN Framework Partners in Gland (2-3 November) – with my thanks to Lucy Deram-Rollason for orchestrating this.

With my best wishes,
Inger

PS. As always, you can check out what I am up to by following me on Twitter ([@andersen_inger](#)).

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From: [ANDERSEN Inger](#)
Subject: INFO: DG's report for December 2016
Date: 22 December 2016 11:52:00

Sent by bcc function to +All IUCN Staff Worldwide

+IUCN Councillors 2016-2020

Dear Colleagues,

I write these lines in Geneva airport as I slowly switch to holiday mode for a few days. December took me to Mexico for CBD COP-13 and London for a meeting on conservation in the Niger Delta. As part of our ongoing engagement with State Members, I also met with the Australian and Swiss Permanent Representatives in Geneva.

As I reflect on the year gone by, I do so with a real sense of collective “mission accomplished”.

It has been a year of major accomplishments for the environmental community. By way of example, I can think of the Paris agreement on climate change, which entered into force in a record time. The extension of the Papahānaumokuākea Marine National Monument in the United States – which was announced on the margins of the IUCN Congress by President Obama – or the creation, shortly thereafter, of the Ross Sea protected area represent hard and sizeable victories. I could mention many others.

The IUCN Congress itself was of course truly amazing and I have had the opportunity of mentioning this in my reports and elsewhere. It was amazing thanks to an unprecedented attendance. It was amazing by the breadth of initiatives launched. Amazing thanks to the successful use of electronic voting at the Members’ Assembly. Amazing also thanks to unparalleled media coverage. An IUCN Congress which was amazing, in other words, for at least 10,000 reasons.

The IUCN Congress marked but the beginning of a packed line-up of international policy meetings in the second half of 2016. The Union, including through its Members and Commissions, continued, as ever, to play a critical role as these negotiations unfolded. December was no exception to this and I was, once more, extremely proud of our contribution to the UN Biodiversity Conference. In Cancun, I had the opportunity of participating in the [High Level Segment](#) as well as the Business and Biodiversity Forum. My special thanks to Grethel Aguilar and her fabulous team, in particular Ursula Parrilla, for greatly facilitating my participation.

Towards a relevant and stable IUCN – Change Management in the Secretariat

So, whilst IUCN staff delivered impressively on many outside fronts, it also showed impressive punch on more internal and pressing affairs.

In 2016, IUCN staff came together to assess and respond to the challenges caused by significant changing donor patterns. They did so with a sense of urgency, a sense of realism and a sense of professionalism which simply forces respect.

I have reported previously on how the Leadership Team stood up to this challenge by mapping out basic directions for the organisation. This was then picked up by a larger group of staff, from across grades, functions and geographies, who were tasked with delivering concrete suggestions

on a range of operational and strategic domains. I would like to sincerely thank staff who dedicated time, energy and ideas, in addition to their regular work, to help define the IUCN we want. It has been relayed to me that these groups worked extremely well, despite time constraints and the difficulty of the exercise.

Earlier this week, the Steering Committee for organisational change met to review these recommendations. Let me say how impressed I was with the quality of the proposals and the analysis more generally. The work package teams, involving some 60 staff across IUCN, have done an outstanding job. Each recommendation has now been examined with great care and I will be announcing with Mark Smith details of how we intend on rolling out these recommendations during the town hall meeting of 25 January.

It has been an honour to work with such a dedicated group of people in 2016 and I am convinced that we have all the ingredients to move towards a more relevant and stable IUCN.

With this, season's greetings and very warm wishes for 2017.

Inger

PS. As always, you can check out what I am up to by following me on Twitter ([@andersen_inger](https://twitter.com/andersen_inger)).

Inger Andersen

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DG Report on Results Achieved 2016

Work plan area	2016 Targets	Results achieved in 2016	Status
1. Programme and Operations	1.1 Quality Assurance, Timeliness and Results/Impact in Preparation, Implementation and Reporting on projects and programmes	<ul style="list-style-type: none"> Release of Project Portal for all users. 650 project records completed. Process of data entry and validation sorted out longstanding issues related to accountabilities and the structure. All programmes – global thematic, Commission and regional – completed a planning exercise to plan their contributions to the IUCN Programme 2017-2020 and the 2017 Work Plan. 	Achieved
	1.2 Results and Impacts	<p>1.2.1 Roll out of the Project Portal delivering a comprehensive portfolio monitoring platform, which will track delivery, compliance, results and expenditures. Portal to be rolled out and tested for IUCN Secretariat in 2016. Then expanded to Commissions and Members in 2017-2018 for Commission and Member uploads.</p> <ul style="list-style-type: none"> Data entered on project areas, beneficiaries, project themes, tools and actions, habitats, outputs and project financial information. The financial data was used to build part of the IUCN Budget 2017 and reports on project links to SDGs and Aichi Targets in the IUCN Work Plan 2017 	Achieved
	1.3 2017-2020 Programme	<p>1.3.1 Shape the 2017-2020 Programme positioning IUCN as a key leader for a significant portion of the Sustainable Development Goals.</p> <ul style="list-style-type: none"> IUCN Programme 2017-2020 approved by IUCN Membership; contains strong links to SDGs. <p>1.3.2 Establish a 2017-2020 Programme that will have clear baselines and results which can be monitored and tracked in line with Sustainable Development Goals.</p> <ul style="list-style-type: none"> Programme contains 30 Targets organized into three Programme Areas. The IUCN Targets have been mapped against the SDGs and the Aichi Targets, and vice versa. <p>1.3.3 Review programme delivery models and drive new programmes and project platforms towards project delivery mechanism 1, 2 and 3 (i.e. 1. Regional thematic initiative with re-granting and 2 Programmatically-aligned global portfolio approach as well as 3. Implementing Agency Model (GEF, GCF).</p> <ul style="list-style-type: none"> With establishment and roll out of the Project Portal, enhanced management of delivery mechanism selection is now feasible. The monitoring of 2017-2020 programme period will therefore drive towards the use of more efficient and effective delivery mechanisms. 	Achieved
2. Membership	2.1 Successful Congress	<p>2.1.1 Wide spectrum of IUCN Members at Congress</p> <ul style="list-style-type: none"> 843 Members accredited to vote: 129 Government Members and 704 NGO Members; 142 countries represented, 552 Member delegates from low & middle income countries fully sponsored (CHF 2.1 M) <p>2.1.2 High level participation at the Congress</p> <ul style="list-style-type: none"> High level participation at the Congress: Heads of Government, Heads of International Organizations 	

DG Report on Results Achieved 2016

		<p>and multilateral conventions, Ministers, Heads of national agencies</p> <p>2.1.3 Well organized and engaging Forum</p> <ul style="list-style-type: none"> • +10,000 participants from 180 countries and increased participation from youth • Well organized and engaging Forum with 1,380 sessions including 6 full capacity-attended High Level Dialogues and a buzzing and interactive exhibit hall with 9 Pavilions <p>2.1.4 Successful Members Assembly with less time spent on Motions and more time spent on topics of strategic interest</p> <ul style="list-style-type: none"> • Successful Members Assembly with less time spent on voting Motions and more time spent on in-depth discussion of key motions, the draft Programme and topics of strategic interest <p>2.1.5 Successful implementation of the revised Motions process, including on-line debate and electronic voting of Motions.</p> <ul style="list-style-type: none"> • Successful implementation of the revised Motions process, including on-line debate with 5,161 interventions from 61 countries and electronic voting of 85 Motions prior to Congress thus paving the way for modern governance system. <p>2.1.6 Congress in the US broadens IUCN brand in the US and beyond</p> <p>2.1.7 Congress focuses world's attention and raises alarm on imperative of conservation</p> <ul style="list-style-type: none"> • Broadened IUCN brand: 39 press conferences, 388 registered journalists on site, 21,000 news media articles about the Congress throughout the event, Potential social media reach of +75 million people, Engaged +30,000 people directly via Twitter and Facebook, #IUCNcongress hashtag trended on Twitter in at least five countries. • Congress was the greenest IUCN event so far: 100% recyclable exhibitions, pavilions and lounges, 62% of food sourced locally, 50% of waste recycled or composted, largest international conference to be awarded Hawaii Green Business certification and first IUCN event that will receive ISO 20121 certification as sustainable event <p>2.1.8 Broader recognition of Nature Based Solutions (NBS) seen as central to delivery of the Sustainable Development Goals.</p> <ul style="list-style-type: none"> • The Hawai'i Commitments, adopted at Congress, raised the attention on the imperative of conservation and recognized Nature Based Solutions (NBS) as central to delivery of the Sustainable Development Goals. Motion passed at WCC focuses on NBS. 	Achieved
	<p>2.2 Membership strategy</p>	<p>2.2.1 During 2016 the DG will continue to realign the Programme towards Members' direct benefits, including increasing the degree to which Members are involved in/responsible for Programme implementation. In 2016, the DG will establish the baseline against which progress can be measured.</p> <ul style="list-style-type: none"> • The baseline for Members involvement was set for 2016 at 60 % of projects being implemented in partnership with Members and 50% with Commissions. With the Portal online, enhanced data management now feasible. Member engagement in the 2017-2020 Programme therefore tracked along four dimensions: (i) design involvement, (ii) time contribution, (iii) co-finance or (iv) contracted 	

DG Report on Results Achieved 2016

		<p>delivery of results through receipt of funds. These dimensions will be tracked during the new 2017-2020 Programme period.</p> <p>2.2.2 For Members with no IUCN Secretariat implemented program, strong engagement with the national Members in support of work on national priorities as well as a strong engagement with Regional and National Committees will be strengthened and closely monitored.</p> <ul style="list-style-type: none"> • Continued collaboration between the Membership Unit, Regional and National Committees & new Global Group for National and Regional Committee Development (established in fulfilment of Resolution WCC-2016-Res-002) to maintain close relationships and strengthen engagement of Members with IUCN Committees. This will ultimately contribute to the successful delivery of the 2017-2020 IUCN Programme. <p>2.2.3 In view of prevailing donor trends, a review will also be undertaken of projected implications of the current permissible franchise modality of IUCN (such as IUCN Netherlands, IUCN France, etc.) which operate with essentially no IUCN Council or Secretariat oversight. Should all major donor-country based National Committees go in that direction, with operations outside the national borders, it would profoundly change the nature of the current Union and its Secretariat.</p> <ul style="list-style-type: none"> • Strengthened links established with IUCN Netherlands with more regular interactions between the IUCN DG and the IUCN Netherlands Director. Further treatment and discussion of oversight and coordination regarding role of national committees that operate outside their national boundaries will be handled in the upcoming IUCN membership strategy. <p>2.2.4 Initiate (after Congress) the development of a new membership strategy. Consultations on the Strategy to be conducted at Congress. Final Strategy to be delivered in 2017.</p> <ul style="list-style-type: none"> • The Union Development Group has initiated consultations on the new membership Strategy, which will be delivered in 2017. <p>2.2.5 Enhanced collaboration with key members.</p> <ul style="list-style-type: none"> • Throughout 2016 discussions have been underway with WWF for a new co-location arrangement in the IUCN Building. This arrangement has now been agreed and will be effected in 2017 thus allowing for closer collaboration and greater impact, while respecting the different identity and brand of each of the two organizations. • In view of the inadequate legal status of IUCN in Germany, negotiations were initiated in early 2016 to establish full Intergovernmental Organization status of IUCN in Bonn. The decision taken by the German cabinet in January 2017 will radically transform IUCN's presence in Germany and is recognition of IUCN's unique status and influence. 	Achieved
<p>3. Policy, Science and Knowledge</p>	<p>3.1 Strengthened integration of Commissions and Secretariat under the One Programme initiative</p>	<p>3.1.1 Specific deliverables agreed between Secretariat Focal Point and each of the Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to One Programme principles.</p> <ul style="list-style-type: none"> • Some progress made on this objective (e.g. First World Environmental Law Congress; Key Biodiversity 	

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		<p>Areas; COP17/CITES and COP13/CBD; 2016 Protected Planet report, NatureforAll. Etc.), but the identification of specific deliverables at the start of the year was not consistently agreed upon between the Secretariat and each of the six Commissions. With the new programme period, new Commission Chairs in some Commissions, the enhanced Commission support structure, and the enhanced Commission Work Plans, it is hoped that the Secretariat will be able to collaborate with the Commissions with more distinctly defined deliverables with greater consistency in outcome.</p>	Ongoing
	<p>3.2 Continued strong engagement in policy influencing drawing from all parts of the Union including on the ground learning.</p>	<p>3.2.1 Policy influencing engagement at all levels, national, regional and global processes (at global level including UNFCCC, CBD, IPBES, SDG indicator definition, etc.) <u>UN New York:</u></p> <ul style="list-style-type: none"> • IUCN with partners organised series of science-policy dialogues at UNHQ bringing messages from WCC and influencing broader UN SDG discourse. • IUCN also continue to participate in work of developing indicators for the SDGs. Three indicators derived from IUCN datasets given the green light by the UN Inter-Agency Expert Group. <p><u>In addition to the NY based work, Secretariat has taken an active role (and is roundly recognized for this) in the following intergovernmental and UN related processes:</u></p> <ul style="list-style-type: none"> • United Nations Framework Convention on Climate Change (UNFCCC) • Convention on Biological Diversity (CBD) • United Nations Convention to Combat Desertification (UNCCD) • Convention on International Trade in Endangered Species (CITES) • World Heritage Committee • Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR) • International Whaling Commission (IWC) • The United Nations Convention on the Law of the Sea (UNCLOS) • Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) 	Achieved

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	<p>3.3 Build a partnership for the creation of integrated biodiversity & conservation data management.</p>	<p>3.3.1 Progress on the building of a stable platform for IUCN entrusted data sets, (beginning with The IUCN Red List). New stable platform to be built to be more accessible and user friendly to non-specialists. Enable this platform to interact with socio economic data sets to provide broader insights on intersect between conservation and economic/social data sets.</p> <p>This task will be a multi-year task.</p> <ul style="list-style-type: none"> • Solid progress is being made on the above very ambitious goals but it is expected that this work will be continuous throughout the quadrennial work programme period. • A number of papers have been prepared with SSC and RL partners to drive the database integration vision, and an agreement with Vulcan signed to support private sector and finance industry to better manage risks and opportunities related to biodiversity as a result of a strengthened IUCN RL and improved decision support tools. • Further, a process to develop a new business model for IBAT (integrated Biodiversity Assessment Tool) was initiated to increase both income generated and uptake by private sector and public sectors. 	Ongoing
	<p>3.4 Knowledge: science and economics</p>	<p>3.4.1 Strengthen and integrate science and economics capacity of Secretariat. Thus far the two disciplines rarely intersect and opportunities are lost as a consequence. During 2016, the DG will strengthen the economics programme to drive the desired integration between the two programmes.</p> <ul style="list-style-type: none"> • The Science and Knowledge Unit has been rebranded as the Science and Economic Knowledge Unit. • France has seconded an economist and the recruitment of a Chief Economist is under way. • IUCN published 63 books and monographs with ISBNs applied. Excluding translations and annual reports leaves 38 IUCN ISBN publications documenting new knowledge over the year. • Pdfs of these 38 publications were downloaded 45,284 times during 2016 from the IUCN Library Portal. 	Achieved
	<p>3.5 Planning completed for the IUCN flagship report</p>	<p>3.5.1 Planning completed for with current topic treated in body of document and fixed, ranked datasets in annex.</p> <ul style="list-style-type: none"> • Plans for the report have progressed. Some of the financing of the report pledged from interested donor. With strengthened Science and Economic Knowledge Unit being rolled out, work on the preparation of the report will begin in 2017. 	Achieved
<p>4. Communication and Influence</p>	<p>4.1 Enhanced communications and outreach</p>	<p>4.1.1 Continue to strengthen Communications capacity. With the roll out in early 2016 of the matrix for corporate services, including COMMS, COMMS is steadily being strengthened. More work on integration of the COMMS team will continue in 2017.</p> <p>4.1.2 Working to unify (defragment) the IUCN brand</p> <ul style="list-style-type: none"> • Produced two new policies – on media relations and web governance – to help boost cohesion in communications throughout Secretariat and around the One Programme. <p>4.1.3 Enhanced IUCN name recognition among primary target audiences through improved and more coordinated communication and outreach</p>	

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		<p>4.1.4 Maintain strong profile on imperative of species extinction crisis, on nature based solutions, on imperative of ecosystem integrity, etc., though enhanced communication.</p> <ul style="list-style-type: none"> • Initiated partnership with GEF to promote efforts to protect the Global Commons. • Launched a new easy-to-navigate Drupal-based website featuring new hosting, new architecture and new look produced almost entirely in-house and at a minimal cost. • 26 press releases distributed to some 2500 media contacts • Annual Report redesign and timing change. • Over 30 web stories, multimedia articles and comment pieces promoted on social media, boosting profile of nature based solutions, species extinction crisis, and the imperative of ecosystem integrity. • Increased following on social media (24% increase in Twitter followers to 82,000; 17% increase in Facebook “likes” to 146,000). <p>Congress.</p> <ul style="list-style-type: none"> • Defined and successfully promoted the 2016 IUCN World Conservation Congress “Planet at the Crossroads”, which was picked up by global media and promoted by Members. • Record-setting global communications impact for the in the press, online and on social media. <ul style="list-style-type: none"> ○ 21,000 media articles including in international media outlets such as The Economist, CNN International, Al Jazeera English, The New York Times, The Washington Post, BBC, Channel News Asia, El País, Le Monde, der Spiegel, as well as all major international newswires. ○ Potential reach of 75 million on social media channels • Creative content partnership with National Geographic Society in support of the IUCN Congress. Results included a strong presence at the Congress from National Geographic and six videos which earned over 3 million views on National Geographic and IUCN Facebook channels. 	Achieved
<p>5. Financial sustainability</p>	<p>5.1 IUCN Secretariat Change Management</p>	<p>5.1.1 In view of the downward trend of framework core contributions, deliver a Strategic Plan to Council by April 2016.</p> <ul style="list-style-type: none"> • Strategic outlines of change process presented to Council in April. <p>5.1.2 Based on the Council’s advice and vision, establish three sub-groups of the Leadership Team to refine and work up detailed plans by June 2016.</p> <ul style="list-style-type: none"> • Detailed plans drawn up and presented in the Strategic Directional paper. Following deeper discussion with Bureau and Council, Council took note with appreciation of the paper. <p>5.1.3 This detailed Action Plan to be discussed by FAC, Bureau and Council through virtual meetings.</p> <ul style="list-style-type: none"> • A broad change management process initiated post WCC with the engagement of a large number of staff in 8 Task Teams working to identify ways that the Secretariat can be more impactful, more relevant & more efficient. The work of the Task Teams reflected in the budget which is submitted for Council approval. <p>5.1.4 Roll out and implementation of the Action Plan will be done during 2016 and 2017.</p> <p>Roll out of a series of effectiveness measures already well under way (matrix, enhanced time sheet</p>	Achieved

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		management, efficiencies through IT, enhanced cost recovery, budget reductions and efficiencies across all elements of the Secretariat, etc.). Others to be rolled out during 2017.	
5.2 Framework donor management	5.2.1 Continued and strengthened engagement with current Framework donors to seek to avoid any further departures/reductions in core funding.	<ul style="list-style-type: none"> • Continued and strengthened engagement with current Framework donors to seek to avoid any further departures/reductions in core funding. Made visits to every Framework Partners in 2016, and took every opportunity to engage in high level political dialogue. However, despite this enhanced engagement, a number of Framework Partners reduced their core funding to IUCN in 2016 due to domestic pressures on development spending and policy shifts. <ul style="list-style-type: none"> ○ These included :Sweden (SIDA) which reduced core from SEK30m to SEK25m (CHF578K) but made an additional CHF2.5m available for climate/forest related work in Burkina Faso ○ Finland which cut its contribution by 50% from €700K to €350K. ○ United Arab Emirates (Abu Dhabi) which did not renew its Framework Agreement in 2016 (CHF 1m), due to domestic budget cuts following the drop in global price of oil. 	Achieved
	5.2.2 Outreach to new potential framework donors	<ul style="list-style-type: none"> • IUCN initiated discussions with the Government of Canada for framework support. UAE signalled a willingness to open discussions about resuming framework funding from 2018. 	
5.3 Reach out to new potential funders	5.3.1 Strengthen resource mobilization capacity with recruitment of new Strategic Partnership staff.	<ul style="list-style-type: none"> • A US based Philanthropy Officer was recruited on a short term, results-based contract in December to capitalise on resource mobilization opportunities generated by the WCC and East-West Sustainability Summit. 	
	5.3.2 Outreach to Net Worth Individuals – US, China and Europe.	<ul style="list-style-type: none"> • Three new Patrons of Nature were recruited in the immediate follow up to the WCC. 	
	5.3.3 Enhanced outreach to US foundations taking advantage of the momentum created by Congress.	<ul style="list-style-type: none"> • IUCN developed new partnerships with three US Foundations as a direct consequence of the WCC: <ul style="list-style-type: none"> ○ Leonardo Di Caprio Foundation; Walton Family Foundation; Vulcan/Paul G Allen Family Foundation. Resources were also secured from Canton de Genève (CH): International Solidarity Service 	Achieved
5.4 Ambitious programme delivered and approved by GEF and delivered to GCF	5.4.1 A projected \$16 million will be mobilized from the GEF during 2016. As the GCF does not yet have the legal framework in place for implementing agencies, project approvals are not projected during 2016. However, a sizable package of projects will be developed, again focusing on delivery mechanism 1, 2 and 3.	<ul style="list-style-type: none"> • Total value of GEF-funded projects approved was USD 6.6 million (3 projects), but in parallel IUCN has successfully submitted 8 concepts (to be approved in 2017) for an overall value of USD 37 million. After securing accreditation to GCF in March 2016, several projects with a total value over USD 300 million have been selected for development in the next three years. 	Ongoing

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	<p>5.5 Invigorated programmes with IFI partners</p>	<p>5.5.1 Engagement and deepening of relationship and collaboration with Asian Development Bank, Asian Infrastructure Investment Bank, African Development Bank, European Bank for Reconstruction and Development, the World Bank, and the German Development Bank-KfW. Collaboration will take a variety of forms, including project design and implementation, policy coordination and environmental and social safeguards collaboration.</p> <ul style="list-style-type: none"> • IUCN signed a Memorandum of Cooperation with KfW in April 2016. This catalyzed a number of concrete programming opportunities, with KfW providing investment capital to IUCN to conduct feasibility studies, to build the capacity of members (governments and NGOs) to deliver effective conservation, as well as to manage or advise on the design of innovative conservation funding mechanisms. They include: <ul style="list-style-type: none"> ○ A five year financing agreement to enable IUCN (ORMACC) to provide technical support to the Governments of Guatemala, Mexico and Belize to protect the Selva Maya Forest – EUR8m (signed in December) ○ Launch of the Blue Action Fund (December)– capitalised at EUR 24m, including EUR 2m endowment and EUR 3m to administer the fund. IUCN will provide technical support in the identification, monitoring and evaluation of projects to be supported through the Fund. Budget EUR 1m over 2 years ○ EUR 1m for a feasibility study to design a strategy to develop the Mozambiquan Province of Inhambane, and its four municipalities, as an economic hub by 2030, taking an integrated and sustainable development approach (July 2016 – March 2017) ○ EUR 6m to support the development of training facilities and programmes for Wildlife Managers and Rangers in the SADC region (start up April 2017 – 4 years) ○ Design of a small grants programme to promote effective management of trans-frontier conservation areas in Southern Africa. IUCN to manage the programme on behalf of SADC. Fund capitalised at EUR 17m over 6 years (2017-2022) – IUCN to take a EUR 3m turn key management fee • IUCN (PACO) signed small contract with the World Bank, while continuing implementation of an established contract with AfDB • IUCN (ARO) is in discussion with the Asian Development Bank to develop a strategic and forward looking MoU. • Solid progress on MoU signed in December of 2015 between DG and President of the World Bank with focus on (i) safeguards, (ii) biodiversity and (iii) economics of conservation/natural capital. 	<p>Achieved</p>
	<p>5.6 Exploring financial vehicles for conservation finance/natural capital investments</p>	<p>5.6.1 Together with finance, conservation and natural capital partners develop a vision for how to unlock investment in natural capital at scale</p> <p>5.6.2 Develop a partnership pathway for Hawaii that would include delivery of sector models for conservation, water and forest landscape</p>	<p>Achieved</p>

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		<p>5.6.3 This work could include engagement with major philanthropies, development finance institutions and financial institutions as well as NGOs and others providing the intermediation to help design and fund projects and portfolios.</p> <p>The Coalition for Private Sector Investment in Conservation (CPIC) was launched at WCC with significant supporters from the finance sector. Follow-up meetings hosted in NY and Paris. GEF has expressed interest in supporting one of the Blueprint Working Groups.</p>	
6. Secretariat management	<p>6.1 Staff morale, performance excellence and strengthening leadership and integration across silos</p>	<p>6.1.1 Through regular staff updates, Global Town Halls, monthly communications and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture.</p> <ul style="list-style-type: none"> • Staff survey completed (last survey 6 years ago) with a 75% response rate. Survey measured Secretariat staff's engagement and their perception of the work environment, their managers, corporate culture and values, career development and their compensation. • Global Town Halls with 20-30 offices participating held regularly throughout the year. General appreciation expressed about the transparent and inclusive communications. <p>6.1.2 Invest in leadership awareness and development through the roll out of 360 for all IUCN managers.</p> <ul style="list-style-type: none"> • 360-Degree Leadership Assessment completed in 2016. Assessment of 75 global, regional and unit directors and managers based on 11 leadership competencies to gauge strengths and areas of improvement on becoming a better leader. 	Achieved
	<p>6.2 Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2016.</p>	<p>6.2.1 HR reforms during 2016:</p> <ul style="list-style-type: none"> • Revamping of the Performance Management System; online-based and linked to salary increase methodology completed. • Overhaul of the Staff Compensation principles and methodology: periodic labour market surveys to determine IUCN's pay competitiveness. • Update of several HR policies (Safety & Security, Junior Professional Officers, Talent Acquisition, and Grievance & Conflict Resolution). • Introduction of new HR policies (Staff Compensation, Performance Management, End-of-Employment). <p>Finance management and information system reforms during 2016:</p> <ul style="list-style-type: none"> • Finance: Cash management strategy: A cash management strategy was finalised in early 2016. As a first step in its implementation a competitive process was run to select international banks that would be IUCN's preferential partners. • Revised Finance Manual: in view of other priorities, postponed to 2017. • Insurance policy: IUCN negotiated a global insurance policy for 3rd party liability insurance. This came into effect on 1 Jan 2017. • IS: All applications to support the various processes of the WCC 2016 successfully deployed on time and on budget 	Achieved

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		<ul style="list-style-type: none"> • First release of the Programme and Project Portal launched • All Regional offices connected to the GWAN and global standard infrastructure successfully deployed in 5 Regional offices • IS operations manual for GWAN and global standard infrastructure developed. • IT Service Management Portal deployed successfully for 75% of Secretariat users • IUCN user policies (email, IT resources, mobile devices, user account management) developed, approved by ISSC and to be issued in Q1 of 2017 <p>6.2.3 Communications reforms during 2016:</p> <ul style="list-style-type: none"> • New policies – on media relations and web governance – to help boost cohesion in communications throughout Secretariat and around the One Programme. <p>6.2.4 Science and Knowledge reforms during 2016:</p> <ul style="list-style-type: none"> • Launch of IUCN Editorial Board, comprising representation from each of IUCN’s Commissions and Secretariat. For publications to be assigned an IUCN ISBN, the Editorial Board i) responds to requests for recommendations of potential peer reviewers for IUCN publications and ii) signs-off that authors have responded appropriately to peer review comments. • The Science & Knowledge Unit now has systems in place to measure the annual output of IUCN publications – both those assigned IUCN ISBNs, and those in the peer-reviewed scientific literature. Indicators of the science and knowledge generated by the Union have now been institutionalised to track progress towards Target 5 of the IUCN Programme 2017–2020. <p>6.2.5 Legal and policy related reforms during 2016:</p> <ul style="list-style-type: none"> • Revised Contract review procedure issued. OLA, Finance, Procurement and HR functions delivered 10 training sessions re the procedure. • New Standard for Donor Agreements • Templates for Donor Agreement distributed 	
<p>7. Thematic Priorities / New Horizons</p>	<p>7.1. Thematic priorities/horizon areas</p>	<p>7.1.1 Leverage the species extinction crisis within the context of agriculture and food security.</p> <ul style="list-style-type: none"> • Science & Knowledge Unit worked with IUCN Commission Members at the University of Queensland and the Wildlife Conservation Society to assess the most prevalent threats facing the 8,688 threatened or near-threatened species from comprehensively assessed species groups on the IUCN Red List, showing that agriculture and over-exploitation threaten the most species with extinction. “The ravages of guns, nets and bulldozers” was published in the leading scientific journal “Nature” (536: 143–145). • EUPAG agreed a first IUCN strategic approach on European Agriculture Policy which is also included in the IUCN European program 2017-2020. Commissioner Phil Hogan supports a role for IUCN to facilitate discussions on the future of EU Common Agricultural Policy among the main stakeholders. • At COP22, IUCN signed agreement with French Minister of Ag. on the “Quatre pour Mille” Initiative. • 	<p style="text-align: center;">Achieved</p>

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		<p>7.1.2 Understand and invest in natural capital</p> <ul style="list-style-type: none"> • A resolution agreed at Hawaii provides for further work on natural capital. • Strengthening of the economics staff at the IUCN Secretariat will allow for deeper work in this field. • Meanwhile, the work on the Natural Capital Protocol continues in partnership with the Natural Capital Coalition. <p>7.1.3 Deliver on NBS in response to climate change</p> <ul style="list-style-type: none"> • Secretariat has developed elements of a Climate Change Strategy, endorsed by Council, which is currently being further elaborated and will be rolled out in 2017 	
<p>8. Supporting Council on Governance Reforms</p>	<p>8.1.Supporting Governance reforms</p>	<p>8.1.1 The Council and its Committees will move forward the reforms. The DG will lend a strong supportive voice and hand to help ensure that the agreed reforms are implemented and to voice her views should backsliding appear to happen.</p> <ul style="list-style-type: none"> • Secretariat supported Council to approve the governance reforms, incorporate them in the Regulations, obtain Congress endorsement of supporting statutory reforms and promptly implement the reforms enabling Council to effectively exercise strategic direction inspiring Congress outcomes that were equally strategic. Other tangible results of Council’s reforms are the new edition of the Council Handbook and the publication of Council documents on the website as a result of the Transparency Policy 	<p>Achieved</p>



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 2

Director General's Objectives for 2017

Origin: Director General

Action Requested:

The Council is invited to approve the Director General's objectives for 2017.

Background

At its 88th Meeting in April 2016, the IUCN Council modified the procedure for evaluating the Director General based on the Director General's objectives henceforth to be approved on an annual basis instead of biannually. At the same meeting, the IUCN Council approved the Director General's objectives for 2016.

The Director General's report on results achieved in 2016 can be found in Council document C/92/2/2.

The present document presents the Director General's objectives for 2017.

Issues and considerations

DG Objectives for 2017

During 2017, the Director General of IUCN will plan to focus on the seven priorities presented to Council in October of 2015.

It is to be recalled that these priorities are:

1. Programme and Operations
2. Membership
3. Policy, Knowledge, Science and Economics
4. Communication and Influence
5. Financial Sustainability
6. Secretariat Management
7. Thematic Priorities/New Horizons

1. Programme & Operations

1.1. Quality Assurance, Timeliness and Results/Impact in Preparation, Implementation and Reporting on projects and programmes

1.2. Results and Impacts

- Fully operating Project Portal, integrated with financial management systems delivering a comprehensive portfolio planning and monitoring platform tracking delivery, compliance, results and expenditures.
- Offer platform to Commission uploads in 2017 to similarly enable tracking of activities.

1.3. 2017-2020 Programme

- Drive the rapidly growing portfolio of programmes and projects in line with the recently approved 2017-2020 quadrennial programme under the One Programme approach.
- Institute incentives and monitoring benchmarks to review programme delivery models and drive programmes to delivery mechanisms of (i) regional thematic initiatives, (ii) programmatically-aligned global portfolio approach and (iii) Implementing Agency Model (GEF, GCF) only deploying the small stand-alone for uniquely identified activities (most often research or species related).

2. Membership

2.1. Membership engagement

- Gear the IUCN Secretariat programme towards Members' direct benefits, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.
- For Members with no IUCN Secretariat implemented programme, strong engagement with the national Members in support of work on national priorities as well as a strong engagement with Regional and National Committees will be strengthened and closely monitored.

2.2. Membership Strategy

- Development and delivery of a new Membership Strategy. Strategy should be bold and seek to address a number of long overdue issues.
- In view of prevailing donor trends, a review will also be undertaken of projected implications of the current permissible franchise modality of IUCN (such as IUCN Netherlands, IUCN France, etc.) which operate with essentially no IUCN Council or Secretariat oversight. Should all major donor-country based National Committees go in that direction, with operations outside the national borders, it would profoundly change the nature of the current Union and its Secretariat.

3. Policy, Knowledge, Science and Economics

3.1. Strengthened integration of Commissions and Secretariat under the One Programme approach

- Specific deliverables agreed between Secretariat Focal Points and each of the Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to [One Programme principles](#).

3.2. Continued strong engagement in policy influencing drawing from all parts of the Union including on the ground learning.

- Policy influencing engagement at all levels, national, regional and global processes (at global level including UNFCCC, CBD, CCD, CMS, IPBES, SDG indicator definitions, etc.). Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.

3.3. Build a partnership for the creation of integrated biodiversity & conservation data management.

- Progress on the building of a stable platform for IUCN entrusted data sets, (beginning with The IUCN Red List). A new stable platform is to be built to be more accessible and user friendly to non-specialists. This is a multiyear action.
- In close collaboration with relevant Commission Chairs and partners, continue discussions with holders of socio-economic data (UN Integrated Data Base; World Bank's DataBank and others) to explore deeper big data integration possibilities through data mashing, beginning initially with IUCN Red List. This is a multi-year task.

3.4. Knowledge: science and economics

- Strengthen and integrate science and economics capacity of the Secretariat.

3.5. Roll out the first IUCN flagship report

- Roll out of first report (similar in approach to Human Development Report, World Development Report, OECD Annual Report, etc.) with current topic treated in body of document and fixed, ranked datasets in annex.

4. Communication and Influence

4.1. Enhanced communications and outreach

- Continue effort to unify (defragment) the IUCN brand
- Overhaul 2016 Annual Report providing enhanced, more integrated and holistic content ensuring early issuance such that report has "shelf-relevance" through first half of 2017.
- Streamline look and feel of Regional Annual Reports.
- Continue to strengthen Communications capacity through continued strengthening of Communications Matrix with enhanced and more coordinated communications strategy across Secretariat, ensuring stronger global and regional messaging of global and regional programmes.
- Enhanced IUCN name recognition among primary target audiences through improved and more coordinated communication and outreach
- Strong profile on imperative of species extinction crisis, on nature based solutions, on imperative of ecosystem integrity, etc., through enhanced communication.

5. Financial sustainability

5.1. Financially stable IUCN Secretariat

- In view of the downward trend of framework core contributions, implement a variety of measures that will make the IUCN Secretariat more efficient and

effective and less dependent on core framework donors in accordance with the 2017 budget. (See also below).

5.2. Framework donor management

- Continued and strengthened engagement with current Framework donors to seek to avoid any further departures/reductions in core funding. Where appropriate/feasible, explore restricted framework contributions.
- Continued outreach to potential framework donors (Canada, China and UAE)

5.3. Outreach to new potential funders

- Strengthen resource mobilization capacity with recruitment of new Strategic Partnership staff
- Continued outreach to Net Worth Individuals – US, China and Europe
- Enhanced outreach to US foundations
- Renew the IUCN Patrons network in support of IUCN's 2017-2020 Programme.

5.4. Ambitious programme delivered to and approved by GEF and GCF

- In partnership with the GEF, deliver on the Global Commons initiative, thus highlighting the imperative of nature conservation as a core
- A programme amounting of about \$30 million is being finalized for submission and approval by the GEF in 2017. In parallel, the programme for the GCF is being developed with a goal of receiving approval for project development grants totaling \$3 million and a programme of around \$25 million in 2017.

5.5. Invigorated programmes with IFI partners

- Engagement and deepening of relationship and collaboration with Asian Development Bank, Asian Infrastructure Investment Bank, African Development Bank, European Bank for Reconstruction and Development, the World Bank, and the German Development Bank-KfW. Collaboration will take a variety of forms, including knowledge work, project design and implementation, policy coordination and environmental and social safeguards collaboration.

5.6. Moving further on the development of financial vehicles for conservation finance/natural capital investments

- Following the launch of the Coalition for Private Investment in Conservation (CPIC) at the WCC in Hawaii, IUCN has moved forward with key members and partners (TNC, Naturevest, GEF, Credit Suisse, EIB, CI and others) to move the five CPIC thematic areas forward with the 2017 goal of having designed investable blueprints by year end. The IUCN managed Secretariat for CPIC will continue to support this innovative partnership.

6. Secretariat Management

6.1. Staff morale, performance excellence and strengthening leadership and integration across silos

- Through regular staff updates, Global Town Halls, monthly communications and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture. It is recognized that keeping morale high at the time of change is always a challenge.
- Invest in leadership awareness and development through annual 360s for all IUCN managers.

6.2. Change management at IUCN Secretariat

- Following an extensive period of analysis and assessment through 2016, changes, reforms and efficiencies are being rolled out in 2017. Changes will be implemented under four headings:
 - Operational Effectiveness – with a focus on roll out of (i) global & regional hubs for finance, HR and IT; (ii) process standardization; (iii) enhanced efficiency and quality fiduciary controls
 - Programme delivery – with a focus on roll out of (i) effectiveness and impact through clearly differentiated global/regional roles; (ii) enhanced quality relevance and impact of IUCN generated knowledge; wholesale delivery models and (iv) clearly defined priorities (“business lines”) for thematic programme teams
 - Resource mobilization and Cost Recovery – with a focus on roll out of (i) continued engagement with framework donors; (ii) development of partnerships with donors on global priorities; (iii) standardized IUCN costing models; (iv) enhanced data on results and impacts.
 - Organizational structures – with a focus on roll out of (i) enhanced synergies among global/regional structures; (ii) consolidation of corporate services (HR, IT, admin, Finance) while maintaining regional geographic footprint.

6.3. Finalize WWF lease which will enable WWF move-in

- Throughout 2016, the lease discussions have been ongoing between the two DGs. 2017 should see the lease signed and the actual move-in of WWF to the IUCN building.
- The move will require densification and reorganization of the IUCN Gland office space.

6.4. Systematic review and reassessment of IUCN legal status in key office locations

- After more than 20 years of non-progress regarding intergovernmental status for IUCN in Bonn, this was finally achieved in early 2017 through DG leadership during 2016. A number of other office locations are in a similar legal limbo and in urgent need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. During 2017, the DG will focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.

6.5. Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2017, building on significant progress made in 2016. Below some of the most significant of these.

- **HR reforms** during 2017 include the following: Review of the following policies and guidelines: Recruitment; Training; Expatriates; Internships; Compensation; Grievance; Retirement; International Mobility. In addition, additional reforms, new initiatives and programmes will include a revamped Performance Management policy; the transition to a cloud-based Performance Management system; the formalisation of a matrix structure for programme staff working in Regions; the launch of a Leadership Development programme for Managers and Directors; the design of a new Competency Framework with career tracks and job families by grade as well as the design of a Career Development Framework.

- **Finance management and information system reforms** during 2017 include the following: Revised Finance Manual; Insurance Policy; IS Security Policy; Global, Local and Wireless Network Policy; Global IS Help desk/support as well as an Email policy.
- **Science and Knowledge reforms** during 2017 include the establishment of a Publications Committee, convened by the Science and Economic Knowledge Team, to provide quadrennial and annual pipelines of Secretariat publications to be assigned ISBNs. This will significantly expand the remit of the Editorial Board, established in 2016.
- **Legal and policy related reforms** during 2017 include the following: Revised Delegation of Authority Policy; Guidelines for the establishment of IUCN's presence; Policy for the establishment of IUCN's offices worldwide; Procedure for retaining external legal counsel; Guidelines for contract drafting, review and negotiation; as well as templates for consultancy agreements for (1) self-employed and (2) companies.

7. Thematic Priorities/New Horizons

7.1. Thematic priorities/horizon areas

- In response to the Hawaii Commitments as well as a series of Congress Resolutions, the DG will place greater emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.
- Understand and invest in natural capital
 - With the strengthening of the science/economics intersect, the DG will continue to leverage the imperative of enhanced understanding of the role of nature in our economic systems.
- Deliver on NBS in response to climate change
 - Following the delivery of the elements of a Climate Change Strategy in 2016, this will now be rolled out across the IUCN programme during 2017.



Programme and Policy Committee of the IUCN Council (PPC)

Draft Terms of Reference (2017-20)

(Based on the PPC's ToR 2013-16)

Objective

The PPC assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy.

Functions

1. Assist with and advises Council in raising IUCN's external policy influence;
2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;
3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;
4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;
5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;
6. Advise Council on the proposed annual IUCN Work Plan;
7. Prepare the work of the Programme Committee of the next World Conservation Congress;
8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;
9. Advise Council on private sector engagement; and
10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Annex 1 hereafter).

Modus operandi

- a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20.
- b. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- c. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Composition

[...]

Annex 1

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Regulation 75: Handling appeals from people denied membership of Commissions

Regulation 76: Receiving notice from Commission Chairs of people who will receive Commission awards



Finance and Audit Committee of the IUCN Council (FAC)

Draft Terms of Reference (2017-20)

Objective

The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.

Functions

- 1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.
- 2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.
- 3) Review and advise Council on the approval of the annual statutory financial statements.
- 4) Review periodic financial management reports and performance against budgets, plans and other targets.
- 5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.
- 6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.
- 7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.
- 8) Advise the Council on the scale of membership dues and other financial aspects.
- 9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.
- 10) Provide oversight of the annual statutory audit, including reviewing audit plans and scope, reviewing audit reports and recommendations made by the external auditor and their implementation.
- 11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.
- 12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.
- 13) Prepare the work of the Finance and Audit Committee of Congress.
- 14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Annex 1 hereafter).

Modus operandi

- a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20.
- b. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- c. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Composition

[...]

Annex 1

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 81: Approving the staff rules

Statutes, 87: Approving the sources of income that are not considered “high profile risk” and refer those that are to Council

Statutes, 88 (c): any comments from Council on the audited financial accounts and the auditors’ report to be circulated to all IUCN Members

Statutes, 98: Council’s consent to obtaining legal status in countries

Regulation 88 (b) and 89 (b): providing any instructions and policy guidelines to the DG with respect to receiving grants, donations and other payments

Regulation 92 (d): approving requests by the DG to designate unrestricted funds for special purposes not foreseen in the financial plan



Governance and Constituency Committee of the IUCN Council (GCC)

Draft Terms of Reference (2017-20)

(Based on the ToR of the GCC 2013-16)

Objective

The GCC assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

Functions

- (1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;
- (2) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;
- (3) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;
- (4) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;
- (5) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Annex 1 hereafter).

Modus operandi

- a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20.
- b. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- c. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Composition

[...]

Annex 1

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 8: Informing existing Members of applications for IUCN membership

Statutes, 46 (h) and Regulations 61 and 63 (b): Recognizing National and Regional Committees

Statutes, 46 (i) and Regulation 21: transferring IUCN Members between Categories

Statutes, 69 and 71: approving legal personality of and procedures for National and Regional Committees

Statutes 92: Establishing procedures for indemnification of IUCN by any National or Regional Committees

Regulation 64*bis*: Receiving reports of the dissolution of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 65: prescribe the use of the IUCN name and logo by National and Regional Committees

Regulation 66 (d): Receive reports of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 67 (b): Authorizing National and Regional Committees to undertake activities in the name of IUCN

Resolutions requiring action by Council

Several resolutions adopted by the 2016 World Conservation Congress in Hawaii refer to the IUCN Council. In some cases the preamble of a Resolution or Recommendation acknowledges and welcomes the work of the IUCN Council (e.g. Res-71). However, some 12 Resolutions contain concrete action(s) required from Council. The present document lists all these actions. Beneath each Resolution, a summary of the actions required from Council is **highlighted in yellow**.

WCC-2016-Res-001	WCC-2016-Res-029	WCC-2016-Res-056
WCC-2016-Res-002	WCC-2016-Res-030	WCC-2016-Res-075
WCC-2016-Res-003	WCC-2016-Res-045	WCC-2016-Res-086
WCC-2016-Res-018	WCC-2016-Res-052	WCC-2016-Dec-113

Note that the present document only contains excerpts of the relevant Resolutions pertaining to the action required from the IUCN Council. For the full text of Resolutions, please refer to the [Resolutions and Recommendations Database](#).

WCC-2016-Res-001

Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

1. WELCOMES the work of the IUCN Council through its Resolutions Task Force in relation to the design and launch of the IUCN Resolutions and Recommendations Platform and the elaboration of an analysis of possibilities to rescind or retire Resolutions and Recommendations;
2. CALLS UPON the IUCN Council to continue its work in this field as recommended in Council Decision C/88/26 and to:
 - a. establish criteria for identifying obsolete Resolutions and Recommendations, building on the work of the Resolutions Task Force;
 - b. establish a working group or equivalent to undertake the review of IUCN Resolutions and Recommendations with the objective of applying the criteria established;
 - c. draw on the expertise of Members and Commissions in this review process; and
 - d. create an accessible archive of Resolutions and Recommendations that no longer require implementation, based on the recommendations of the working group and approved by Council, and update the IUCN Resolutions and Recommendations Platform to include only those resolutions and recommendations still requiring implementation in order to facilitate future efficient and effective review;
3. REQUESTS the IUCN Council and the Director General to:
 - a. strengthen the IUCN Resolutions and Recommendations Platform and design mechanisms for motivating all components of the Union (Members, Commissions and Secretariat) to use this platform for reporting actions on the implementation of Resolutions and Recommendations;
 - b. support the review process for Resolutions and Recommendations and ensure that, subject to availability, sufficient resources are allocated for Secretariat participation in this endeavour; and
 - c. ensure that Recommendations and Resolutions adopted in future World Conservation Congresses are regularly reviewed in the spirit of the established criteria; and

→ Establish criteria for identifying obsolete Resolutions and Recommendations

- Establish Working Group (or equivalent) to undertake the review of Res/Rec with the objective of applying the criteria established
- Create an accessible archive of Res / Rec that no longer require implementation
- Strengthen IUCN Resolutions and Recommendations Platform

WCC-2016-Res-002

IUCN Global Group for National and Regional Committee Development

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

1. STRONGLY ENCOURAGES the Director General to provide logistical support, including translation, for the establishment of a Global Group for National and Regional Committee Development, recognised by IUCN Council and in association with the Union Development Group, as part of the delivery of the One Programme initiative. This group will meet online on a regular basis to:
 - a. foster cooperation, communication and collaboration;
 - b. share knowledge, practice and experience;
 - c. encourage and support the establishment and development of National and Regional Committees;
 - d. strengthen this community of the IUCN family in order for it to better engage with IUCN Commissions, the Secretariat and the Members; and
 - e. improve the communication of Member activity in the implementation of the IUCN Programme; and
2. FURTHER REQUESTS logistical support for a biennial two-day meeting of National and Regional Committee representatives to be hosted in each IUCN region in rotation (incorporated into each World Conservation Congress and one other international event), to maintain momentum, enable monitoring and reporting of progress in the development of National and Regional Committees development, and to promote sharing of experience.

- Recognize Global Group for National and Regional Committee Development

WCC-2016-Res-003

Including regional governments in the structure of the Union

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

REQUESTS the IUCN Council to establish a working group composed of Councillors and Members on the role and Membership of local and regional governments in IUCN, including wider engagement among IUCN Members and other Parties in order to analyze the need and effects, develop a clear definition of regional government, and formulate a comprehensive and well considered new recommendation for the next Congress.

- Establish a working group

WCC-2016-Res-018

Toward an IUCN standard classification of the impact of invasive alien species

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

1. REQUESTS the SSC and the Director General to conduct a consultation process involving all relevant stakeholders within the Union to develop EICAT, integrating the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing

an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8;

2. REQUESTS Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above has been completed, as the Union's standard for classifying alien species in terms of their environmental impact;

→ Adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa once the consultation process is completed

WCC-2016-Res-029

Incorporating urban dimensions of conservation into the work of IUCN

3. CALLS ON Council to:

- a. lead a strong IUCN-wide initiative to promote awareness of the crucial role that nature performs in urban places;
- b. encourage actions that reinforce the role of nature in the planning and management of urban areas, and the role of urban areas in planning and managing conservation programmes; and
- c. establish an 'IUCN Urban Alliance', chaired by a member of Council and composed of Members and units of Commissions and the Secretariat concerned with urban dimensions of conservation, and charge it with assisting Members, Council, the Director General, Commissions and National and Regional Committees in carrying out the purposes of this Resolution.

→ Lead IUCN wide initiative

→ Establish an IUCN Urban Alliance, chaired by a Councillor

WCC-2016-Res-030

Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas

1. REQUESTS the Director General, Council, Commissions and Members, together with the ICCA Consortium and relevant partners, to:

- a. develop, disseminate, and urge implementation of best practice guidance on identification, recognition, and respect for ICCAs in protected area overlap situations;
- b. require appropriate recognition and respect for overlapped ICCAs before including any protected area in IUCN's Green List of Protected and Conserved Areas or before advising the granting of World Heritage status, including by ensuring that the custodian indigenous peoples and/or local communities maintaining these ICCAs give their free, prior and informed consent to the proposed designation;
- c. encourage indigenous peoples' organisations and networks and the Whakatane Mechanism to support the recognition and respect of ICCAs overlapped by protected areas, including recognition of indigenous peoples' continuing governance and management of them;
- d. encourage the Parties to the Convention on Biological Diversity to implement existing CBD decisions as well as best practice guidance on identifying, recognising, and respecting ICCAs overlapped by protected areas as a means of implementing Articles 8(j) and 10(c) of the Convention, meeting the Aichi Biodiversity Targets 2011-2020, and advancing the Programme of Work on Protected Areas, the Plan of Action on Customary and Sustainable Use of Biodiversity, and the 2014 Chennai Guidance for the Integration of Biodiversity and Poverty Eradication, among other relevant CBD decisions;
- e. encourage agencies and donors to promote recognition and respect of overlapped ICCAs and to assist their custodians in including them in the World Database on Protected Areas and the ICCA Registry with their free, prior and informed consent;

f. encourage the UN Special Rapporteur on the Rights of Indigenous Peoples and other relevant rights monitoring mechanisms to take ICCAs into account in their work, including by promoting good practices that affirm and secure rights by appropriately recognising and respecting ICCAs overlapped by protected areas; and

g. report annually on the above actions to the IUCN Council, biennially to the CBD, and in IUCN's annual report to the United Nations Permanent Forum on Indigenous Issues;

WCC-2016-Res-045

Protection of primary forests, including intact forest landscapes

2. REQUESTS that the Director General continue the work of the IUCN Primary Forest Task Team in support of Resolution 5.060, including the following additional objectives:

a. developing a draft policy statement to be approved by Council on the importance of the conservation of primary forests, including intact forest landscapes, taking fully into account conceptual and operational issues with defining these terms so that they are broadly applicable to all forest types, including consideration of how their conservation can contribute to IUCN's nature-based solutions;

→ Council to approve a policy statement on the importance of the conservation of primary forests to be developed by the Secretariat

WCC-2016-Res-052

Declaration of Astola Island as a Marine Protected Area

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

1. CALLS ON the Director General, Commissions and Members to support and endorse the establishing of Astola Island as a Marine Protected Area in Pakistan;

2. REQUESTS the Director General, with the assistance of Council, Commissions and Members, to assist both technically and intellectually with the methodology for establishing such a Marine Protected Area;

WCC-2016-Res-056

IUCN response to the Paris Climate Change Agreement

2. ACKNOWLEDGES the work of Council's Climate Change Task Force and REQUESTS Council to continue with an appropriate governance mechanism for overseeing ongoing development of IUCN's climate change policies and engagement in light of the implementation of the Paris Agreement, experiences gained from programmatic work, Intergovernmental Panel on Climate Change (IPCC) science updates, and the work of relevant agencies including the Green Climate Fund;

→ Continue with an appropriate governance mechanism to oversee development of IUCN's climate change policies and engagement

WCC-2016-Res-075

Affirmation of the role of indigenous cultures in global conservation efforts

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

1. INVITES the Director General and Council to acknowledge the value of indigenous peoples' and local communities' approaches and knowledge systems in helping to address the challenges

facing our global ecosystems, and that working with indigenous knowledge holders appropriately to integrate their values and approaches into modern conservation efforts can greatly enhance the long-term success of conservation;

2. REQUESTS the Director General and the Commission on Environmental, Economic and Social Policy (CEESP) to develop voluntary guidelines regarding the appropriate participation of indigenous peoples in the development, implementation, monitoring and evaluation of conservation projects, programmes and policies; and

3. INVITES the Council and Members to acknowledge and respect indigenous values that build appreciation and responsibility for care of natural resources through learning the regional history of indigenous peoples' and local communities' relationships with lands and waters of conservation value and by working to rebuild and maintain the relationships with indigenous peoples and local communities.

- Acknowledge and respect indigenous values through learning regional history of indigenous peoples' and local communities' relationships with lands and water of conservation value
- Rebuild and maintain the relationships with indigenous peoples and local communities

WCC-2016-Res-086

Development of IUCN policy on biodiversity conservation and synthetic biology

1. CALLS UPON the Director General and Commissions to undertake an assessment, to be completed by 2020, drawing on relevant resources and expertise within and outside IUCN, to examine the organisms, components and products resulting from synthetic biology techniques and the impacts of their production and use, which may be beneficial or detrimental to the conservation and sustainable use of biological diversity and associated social, economic, cultural and ethical considerations, and to recommend how IUCN, including its Commissions and Members, could approach the topic of synthetic biology and engage in ongoing discussions and deliberations with the synthetic biology community;

1 bis. CALLS UPON the Director General and Commissions with urgency to assess the implications of Gene Drives and related techniques and their potential impacts on the conservation and sustainable use of biological diversity as well as equitable sharing of benefits arising from genetic resources, in order to develop IUCN guidance on this topic, while refraining from supporting or endorsing research, including field trials, into the use of gene drives for conservation or other purposes until this assessment has been undertaken;

2. REQUESTS the Director General and Commissions to seek the necessary support and resources, including technical support and capacity building, for the assessment to be undertaken;

3. REQUESTS that the assessment be based on scientific and empirical evidence and subject to peer review by an independent panel of experts to be appointed by the Director General; and

4. CALLS UPON Council, based upon the recommendations of the assessment, to develop an IUCN policy to guide the Director General, Commissions and Members on biodiversity and nature conservation in relation to synthetic biology.

- Develop an IUCN Policy on biodiversity and nature conservation in relation to synthetic biology.

WCC-2016-Dec-113

Recording of the adoption of the motions by electronic vote prior to the Congress

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

RECORDS the adoption of the motions listed in Document WCC-2016-1.6/3 through the electronic ballot prior to the Congress; and

REQUESTS the next IUCN Council to:

- create an opportunity for IUCN Members to provide feedback on the online discussion and electronic vote on the motions prior to Congress with the objective of improving the motions process for the future, and
- if needed, prepare amendments to the Rules of Procedure (such amendments will need to be submitted to an electronic vote by the IUCN Members prior to the launch of the 2020 Congress motions process).

→ Consider feedback from Members on the online part of the IUCN motions process

→ Prepare amendments to the Rules of Procedure if needed

Congress Proceedings:

In addition to the calls for action by Council contained in the Resolutions, Recommendations and other Decisions, Councillors might be interested to consult the recommendations for the next Council made by the [Council 2012-16 in its Report to the 2016 Members' Assembly](#) (pp. 8-10) and the discussion of the Council Report during the Members' Assembly (Cf. Congress [Proceedings](#) pp. 12-16).

The IUCN Motions Process

Reflections from the 2016 WCC Resolutions Committee¹ January, 2017

Background

At the 2012 WCC, IUCN adopted 183 Resolutions and Recommendations, more than at any previous WCC. There was a widespread feeling among IUCN Members that the motions process was at a breaking point. It was felt that insufficient time was available to debate motions, and that Members were not always able to provide their inputs because of the large number of simultaneous contact groups, and also because of the extreme pressure on plenary time. Furthermore, there were concerns that the technical review of the motions had been inadequate, and that as a result, some motions were of insufficient quality. The Secretariat also found the motions process to be close to unimplementable.

As a result of these concerns, IUCN launched a fundamental review of the motions process, with a Resolutions Task Force considering all options for improving the situation, and Council evaluating the options and agreeing on proposed changes to be put to the Members. This resulted in the Members voting electronically in 2015 in favour of very radical changes to the process. The 2016 WCC was therefore the first time that this new process was implemented. The main changes to the process can be summarized as follows:

- The process of submitting motions is now much more rigorous. There now need to be consultations, including with local actors where relevant, and proponents and co-sponsors need to clarify what they will do to help implement the motion if it is adopted. In addition, an assessment of the resources needed to carry out the actions called for in the motion needs to be presented at the time of submission.
- All motions that are considered to be admissible under the Rules of Procedure are sent to a two-month electronic debate, during which the text can be modified.
- Any motions that have a high-level of agreement coming out of the electronic debate are sent to an e-vote prior to the WCC. Those motions adopted during the e-vote are then recorded *en bloc* as adopted during the WCC. No further discussion of those motions is allowed.
- Those motions not sent to the e-vote are sent to the WCC where they are all debated in contact groups before getting to plenary for adoption.

This new process was a radical change for all components of IUCN, and it required learning the new systems by the Members, Commissions and Secretariat. It is the view of the WCC Resolutions Committee that the new process was an extraordinary success. Many fewer motions were submitted, and of much higher average quality. The electronic debates and the e-vote proceeded much more smoothly than might have been the case, with excellent participation from the Members. Indeed, it can be asserted that the electronic debate was much more "democratic" than the contact groups during the WCC, as it allows many more

¹ The 2016 WCC Resolutions Committee comprised the following people: Denise Antolini, Sarah Chiles, Mamadou Diallo, Michael Hosek, Vivek Menon, Bertrand de Montmollin, Jesca Osuna, Ana di Pangraccio, Ramon Perez Gil, Simon Stuart (chair), and Ana Tiraa.

Members to participate, and not only those who are physically present at the WCC. Its duration makes it easier to manage differences of opinion in order to achieve a consensus. The pressure on time at the WCC was therefore much less severe. The 2016 WCC adopted 112 Resolutions and Recommendations, many fewer than the Jeju WCC. The success of the new system was in large part due to the Motions Team in the IUCN Secretariat, backed up by the Secretary to the Council and the Legal Adviser. These people all displayed a rare and exceptional level of commitment and professionalism, and for this the whole Union should be extremely grateful.

While the IUCN motions process is now greatly improved, especially when compared to the highly sub-optimal situation in 2012, it is always useful to take stock and to consider what else could be done to help make the process even more effective. The purpose of these reflections is therefore to consider issues that arose during the process that could be improved by 2020. Our hope is that IUCN can make an already good process into something even better.

We should, however, remember that no matter how streamlined IUCN tries to become with motions, there will always be an element of chaos because motions are what make many Members stay with IUCN and pay their annual dues. They want their time to debate and vote, to take their photos of the results, and to have their time on the international stage. It is part of the magic of IUCN. Our intention in these reflections is to help the motions process to work even better for the Members, but we also want to resist the temptation to tidy up IUCN too much and take away the magic.

For ease of reference, we have organized these reflections into nine distinct but interrelated sections which cover the main issues that deserve discussion and attention for future Congresses.

1. Instructions on submitting motions

Our overall view is that the instructions as presented in the Guidance Note for Submission of Motions were very clear and were by-and-large followed successfully. There were a few misunderstandings. For example, some Members did not understand that the required number of co-sponsors cannot include the proponent, and this led to motions being ruled inadmissible by the Motions Working Group (MWG). There was also confusion relating to where overseas territories are counted in the statutory regions. For instance, Members from French Guiana clearly felt that they counted as being in Central and South America, when in fact they were legally in Western Europe. Some Members felt that the character and word limits included in the submission template for the preamble and the operative parts of the motion were not clear. Explicit mention of whether or not spaces count as characters must be included.

The WCC Resolutions Committee recommends that these detailed points be made clearer in the instructions for motion submission for the 2020 WCC.

2. Motion review and consolidation

The technical review of the motions had to be squeezed into a 2-week period between the submission deadline and the meeting of the MWG. Given the tight timeline, the technical review proceeded as well as could be expected. The only way to do this more thoroughly would be to bring the submission deadline earlier. We also note that for the most part use was not made of the Regional Conservation Fora to prepare, develop and promote motions, and there is scope for improvement here.

The process for accepting, rejecting and merging motions in the MWG worked well. Some Members whose motions were rejected appealed to the Congress Preparatory Committee (as provided for under the Rules of Procedure), and in a few cases these appeals were upheld by the CPC. It is the opinion of the WCC Resolutions Committee that all of these processes worked well. However, although the overall quality of the motions was higher than in 2012, there were still some that were vague and which did not reflect the quality desired in IUCN. The MWG had no means of rejecting such motions, as the criteria in Rule 54 do not really make this possible.

The WCC Resolutions Committee recommends that Council considers proposing amendments to the Rules to help improve the quality of motions. First, it is recommended that the submission deadline be moved one month earlier to allow six weeks, rather than two weeks for the independent technical review by Commissions and Secretariat prior to the MWG meeting. Secondly, it is proposed that an amendment be made to criteria for submitting motions (Rule 54) to allow the MWG to either reject or edit motions that are found to be of insufficient technical or scientific quality, or unclear in their intention, as a result of the independent review.

There were also some motions that were deemed to be admissible, but for which the level of consultation with local stakeholders among the Members and Commissions was less than ideal. Such motions run the risk of becoming very controversial later in the process. ***The WCC Resolutions Committee recommends that Council considers tightening up the requirements for proponents to consult with local stakeholders in the Members and Commissions, and to demonstrate that the consultation has taken place. At present, Rule 54.a.v does not specify that local/national/regional consultations must include consultations with the Members and Commissions in the geographic area in question. This would necessitate an amendment to Rule 54.a.v, and possibly also Rule 54.b.viii.***

3. The online discussion (electronic debate)

Our view is that the online discussion generally worked very well. Most of the facilitators did an outstanding job, and they tended to get better as time went on (as both they and the Members figured out how to do the online debating). A few facilitators managed less well, but really many fewer than we might have expected. While the Motions Team might want to look at the detailed requirements and instructions for the facilitators, it is most likely that the less successful facilitators were simply less suited to the task than some other people.

There was confusion in a few cases about the First and Second Readings, and the time allocated for facilitators to produce new drafts. In one instance, a State Member almost raised a point of order over these issues.

The WCC Resolutions Committee recommends that Council considers putting the overall structure of the debate (into Readings, and feedback phases) into the Rules of Procedure so that the rules are indeed clearer and the authority of the facilitators is clearer. This would avoid confusion as to what Members can and cannot do during each phase. Right now, there is nothing in the Rules of Procedure to prevent Members from making comments on drafts outside the time allocated to First Readings and Second Readings.

A possible structure, to be included in Rules, could be:

- ***First Reading – 4 weeks during which comments are made on the draft***

- *Facilitator prepares new draft – 1 week.*
- *Second reading – 3 weeks during which comments are made on the revised draft*
- *Facilitator prepares near-final draft – 1 week*
- *Final consolidation – 1 week during which contact group participants work to agree the final text, but are not allowed to raise any new substantive points that were not raised during the First and Second Readings. During this final consolidation, if consensus is impossible Members should be allowed to make explicit amendments to the final text of the motion on issues previously raised (such amendments would be displayed as alternative wording in square brackets)*

Language barriers undoubtedly hindered the participation of certain Members during the electronic debates; for the most part debates took place in the official language that is predominant in the region that was the focus of the motion. The Secretariat was efficient in producing translations when these were needed, and thanks are due both to the Secretariat and the translators. Other than ensuring that the facilitators are alert to language barriers and do their best to engage all participants, it is not clear what else can be done on this issue.

4. The E-vote

This proceeded well without any serious glitches. The clear thinking in advance by the Motions Team, Legal Adviser and Secretary to the Council on how to present and vote on amendments helped hugely. There remains the issue of WCC-sponsored Members not voting, and we understand that Council is following up on this matter.

Questions have been raised as to whether all Members had access to the internet in order to vote. The Secretariat offered alternative voting options for Members with slow internet access, and in any case the electronic voting period lasted for two full weeks, with the opening and closing times of the vote being announced well in advance so that Members could plan accordingly. The WCC Resolutions Committee is unaware of any Member that could not vote because of poor internet connectivity.

All motions that went to the e-vote were adopted. Of course this is not surprising because these motions had all reached consensus or near-consensus in the electronic debate, so it could be considered problematic if they had been subsequently rejected (although a few motions received very few comments in the debate). The vast majority of WCC motions have always been (and no doubt always will be) accepted as there is little reason or incentive for a Member to object to another Member's motion if it does not go against its interests.

That said, some motions were adopted that were perhaps of lower quality (with limited contribution to IUCN's general policy, poorly written, and unclear in intention, scope and on what they were asking for). Such motions were nevertheless legally admissible and went to the e-vote. If the recommendation made earlier relating to a longer initial technical review process for motions, with more powers for the MWG to reject or edit motions of lower quality, then there should be fewer motions of lower quality by the end of the electronic debate. However, it is still possible that a motion might be deemed to be of sufficient quality to be sent to the electronic debate, but then lose its focus and technical merit as a result of the compromises made during the debate. *In the future it would be helpful if the facilitators and/or Motions Team could flag motions considered to be of lower quality to the MWG so that decisions could be taken on how to handle them. Options could include extending the electronic debate in these instances, or sending them to the WCC rather than the e-vote, or the MWG engaging in further discussions with the Members concerned to resolve any*

problems with quality. It is possible that amendments to the Rules might be needed to give the MWG the authority to address problems after the electronic debate.

5. Rules for motions submitted at the World Congress

The Resolutions Committee believes that there should be greater clarity on the meaning of the terms “new” and “urgent” that are requirements for assessing the admissibility of late motions (Rule 52(a)i, ii). The Rules of Procedure are not sufficiently clear to enable the Resolutions Committee to make an easy determination on these “late motions”. The term “urgent” is particularly poorly defined.

Some members of the Resolutions Committee believe that the term “urgent” should be interpreted as the urgency to take action prior to the next WCC, rather than the urgency of the conservation issue in general. But whatever the case, the term needs to be defined more tightly; if this is not done, the decisions of the Resolutions Committee are likely to be controversial with certain Members. The Resolutions Committee also notes that all the criteria for the admissibility of regular motions also apply to late motions.

The WCC Resolutions Committee recommends that Council develops tighter criteria for defining the terms “new” and urgent” with a view to proposing amendments to the Rules of Procedure to be voted on by the Members prior to the 2020 WCC.

Some members of the WCC Resolutions Committee have also advocated for an earlier submission deadline for late motions. At present the deadline falls on the first day of the Members Assembly. This is to allow important motions to arise from the Forum which only ends the night before. Moving the deadline earlier would in theory put later sessions of the Forum at a disadvantage, as they could take place after the deadline. On the other hand, many late motions do not appear to arise from the Forum at all, in which case a deadline before the beginning of the Forum could be appropriate. Some members of the WCC Resolutions Committee would prefer to make it more difficult for Members to submit late motions, not least because in the last two WCCs, some of these late motions have been particularly controversial, and the Members have often been ill-prepared to debate these issues (indeed obtaining objective information of the subject matter of late motions in order to guide debate has not always been easy).

The WCC Resolutions Committee recommends that Council reviews the options from establishing an earlier submission deadline for motions submitted at Congress.

6. The number of simultaneous contact groups

Some IUCN Members have complained about the number of simultaneous contact groups meeting during the Members Assembly. Clearly, having more than one contact group meeting at the same time means that people have to choose where to go. That said, this was a massively smaller problem than it was in 2012 because in 2016 there were many fewer motions, most of which were adopted in advance in the e-vote.

In 2012 the Members Assembly actually started right at the beginning of the WCC itself, so there were a few Members Assembly sessions taking place during the Forum. This also meant that contact groups could be scheduled during the Forum. This could not happen in 2016 because the Members Assembly did not start until after the Forum was completed. Some members of the WCC Resolutions Committee believe that we should return to the 2012 situation and run the Forum and Members Assembly simultaneously for the first 4-5 days of

the WCC. On the other hand, others are opposed to this idea, feeling at the Forum agenda is already too crowded, making it hard to run contact groups at the same time. Also, some IUCN Members bring different delegations to the Forum from the Members Assembly, and it would make it harder for them if the two run simultaneously.

Regardless of the position one takes on this issue, in 2016 there were many fewer simultaneous contact groups than previously, so this problem is smaller than once it was. Council might wish to discuss limiting the number of contact groups that can meet simultaneously, though in the end the number will be driven by what is needed to get the job done. Another option is to reduce the number of contact group sessions per motion, though this could result in inadequate time being given to certain more difficult motions, which is the topic of the next section. Following the electronic debate, we understandably focused on sending as many motions as we could to the e-vote. With the wisdom of hindsight, we might have missed an opportunity not to use this time window also to focus on the motions that were forwarded to the WCC, in order to lay the ground for productive discussions on these often more difficult motions. One option might have been to extend the electronic debate in advance of the WCC for a limited number of particularly difficult motions so that they could come to the WCC in a more advanced form. Alternatively, there could have been informal consultations between facilitator and the main opposing groups between close of online discussion and beginning of Members' Assembly in order to try to bridge some of the differences. Or there could be a detailed report from the facilitator identifying the major elements to be discussed at WCC, to be shared with all Members and presented at the beginning of the Contact Group.

The WCC Resolutions Committee recommends that Council reviews the options for advancing work on the more difficult motions between the close of the electronic debate and the start of the Members Assembly.

7. Allowing sufficient time to discuss motions in contact groups

There is a strong feeling in the WCC Resolutions Committee that the Members Assembly high-level panels (discussions of issues of strategic importance for IUCN) were not a success and did not feed in any useful way into either the programmatic work or the governance of IUCN, which are the main tasks of the Members Assembly. Some of these sessions also ran seriously over time. Such high-level panels belong in the Forum, not the Members Assembly. Removing these discussions from the Members Assembly agenda would make it possible to allocate more time to contact groups and plenary debate on important and contentious motions.

A small number of contact groups require a significant amount of time in order to negotiate very difficult and contentious text. In these cases it is important to allow sufficient time for the negotiations. In most international organizations, many such negotiations are run overnight, and in a small number of instances this might be required in IUCN too. In one instance during the 2016 WCC a contact group failed to finish its work because they were told that IUCN's agreement with the conference centre did not allow overnight use of the building; this undoubtedly resulted in negative consequences for the Union.

The WCC Resolutions Committee recommends that in future WCCs, IUCN includes in its agreement with the host country the requirement of running overnight contact groups should these become necessary, either in the conference centre or in nearby facilities. Obviously such instances should be kept to an absolute minimum. However, IUCN does

not look professional vis-à-vis other international organizations if it does not allow sufficient time for negotiations of difficult topics.

8. The functioning of contact groups

Several issues came to the attention of the WCC Resolutions Committee, including:

a. Who is allowed to attend contact groups?

It is clear that contact groups are primarily for the IUCN Members. In the 2016 WCC this became tricky because the Congress badges listed most participants as Members, even if they were not actually on Member delegations.

The WCC Resolutions Committee recommends that in future the badges should make it easy to identify who is representing a Member (in good standing) as opposed to a Commission member or other observer.

Some State and Government Agency Members have complained about discussions being dominated by NGO Members. To some extent this is inevitable given the much large number of NGO Members. However, there might be ways to achieve a better balance, for example by limiting the number of participants to one person per NGO Member, but two per Government Member (though this option is not supported by all members of the WCC Resolutions Committee).

The WCC Resolutions Committee recommends that the Council reviews options for achieving a better balance between NGO and Government participation in contact groups.

Apart from IUCN Members in good standing, Commission members and representatives of National or Regional Committees may also attend. However, given that the contact groups are primarily for the IUCN Members, most members of the Resolutions Committee believe that the numbers from the Commissions and Committees should be kept to a minimum.

The WCC Resolutions Committee recommends that Council considers new rules to govern the participation of Commission members and National and Regional Committee representatives in contact groups. One possibility is that the Chairs of the Commissions and Committees should nominate in advance who their lead representatives will be in each contact group. Although there would be no limit on the number of Commission or Committee members allowed to attend a contact group only one person per Commission or Committee per contact group would be permitted to speak and have a formal speaking card (assigned by the Commission or Committee Chair). Other Commission or Committee members would not be permitted to speak in contact groups.

The Secretariat has staff in the contact groups to act as motion manager, technical experts, rapporteurs, etc. The Secretariat will not normally speak in a contact group except to bring clarification to issues. *Other observers, outside the Commissions, National and Regional Committees, and the Secretariat, should not be permitted to attend or participate in contact groups.* For example, there was a corporate lobbyist in one contact group in the 2016 WCC, and this demonstrates how open the contact groups have become. One member of the Resolutions Committee has suggested that only those Members who participated in the electronic debate on a motion should be allowed to participate in the contact group on that same motion; this might, however, be controversial, as well as difficult to enforce.

If stricter measures are brought in to control attendance in contact groups, it will require the Secretariat to make relevant arrangements (e.g. using volunteers at the door, checking eligibility, having a registration sheet, etc) to check the credentials and eligibility of those desiring to attend.

The WCC Resolutions Committee recommends that the Secretariat considers the feasibility of the options such as those listed above.

b. What is the role of Commission members vs. IUCN Members in contact groups?

In the 2016 WCC there were several good examples of Commission members clarifying complex issues to help the debate in contact groups. On the other hand, one Commission member dominated the discussion in one contact group to the annoyance of other participants. The role of Commission members is to serve in an advisory capacity, and to help ensure that the text is scientifically and technically accurate and relevant. If the process suggested above is adopted, whereby the Commission observers in contact groups are limited in number and nominated by the Commission Chairs, then it should be easier to ensure that the Commission members with the most relevant expertise are in attendance, and that they are clearly briefed regarding their roles. In the end, the text of motions is being negotiated by the IUCN Members in good standing, not by the Commission members or any other observers.

c. How can drafting take place in large contact groups?

One issue that is arising because of the smaller number of motions under the new motions process is that contact groups are getting larger, and this makes it harder to negotiate detailed changes to the text. In some previous WCCs, the contact groups have formed small drafting groups composed of people spanning the spectrum of viewpoints on the motion to prepare a new text which is then brought to the next session of the contact group. For at least one controversial motion at the 2016 WCC, a drafting group might have overcome a serious deadlock.

The WCC Resolutions Committee recommends that, for motions that are proving hard to resolve in contact groups, the facilitators be explicitly given the authority to form drafting groups that balance the spectrum of views on the motion. The drafting group would normally be fewer than 10 people appointed by the facilitator; membership of the drafting group would be closed. The drafting group would be given a deadline for producing new text to bring to the next session of the contact group.

d. Bad behaviour in contact groups

At the 2016 WCC, as in previous WCCs, there were instances of disrespectful behaviour in a small number of contact groups. In one instance, people expressing minority viewpoints were heckled by certain participants. In other cases, particular individuals dominated discussions to the irritation of most of the participants.

IUCN has codes of conduct for Council, Commissions and the Secretariat. These could be adapted to form a simple contact group code of conduct. One option would be for everyone who enters a contact group session to register and by so doing affirm that they will adhere to the contact group code of conduct. Alternatively, participants could sign the code of conduct online when they register for the Congress. If there are breaches of the code of conduct, the facilitator would be empowered to give a warning; if the breaches persist, the facilitator may

remove the offending person from the contact group. There should perhaps also be an *SOS help line* for motion managers and facilitators if a situation risks becoming out of control.

The WCC Resolutions Committee recommends that the Council considers measures such as those outlined above to help ensure respectful behaviour in contact groups.

It should be noted that the requirements for respectful behaviour apply not only to contact groups, but also to the electronic debate and to the plenary. In 2012 and 2016, a few Members took a highly adversarial approach with a small number of motions (especially with motions submitted during the Members Assembly). Unfortunately, such behaviour can damage the atmosphere of the Members Assembly. This is a sensitive issue, and of course it is neither possible nor right to legislate too strongly on such issues. ***However, the WCC Resolutions Committee recommends that the Council explores ways with the Members concerned to develop a more productive and less adversarial and controversial means of encouraging Members to engage in the motions process, with a view to ensuring that the serious nature of the IUCN Motions process, as well the specific nature of the IUCN Membership, is respected by all IUCN Members and it is not used merely as a training opportunity for for students or others on negotiation or public speaking.***

e. The merits/demerits of striving for consensus vs. majority rule

The WCC Resolutions Committee believes that every effort should be made to achieve consensus or near-consensus on motions. Indeed this is what has normally been done over successive WCCs. However, for a motion to be adopted it needs only a simple majority in both the government and the NGOs houses. There was at least one instance at the 2016 WCC where a group of Members holding a majority viewpoint were accused of not negotiating in good faith because they knew they could win the vote. The real value of IUCN Resolutions and Recommendations is that they represent the considered and authoritative view of the overwhelming majority of the worldwide conservation movement. So if IUCN were to move away from striving for consensus and towards deciding by simple majorities, it would devalue the authority of the Resolutions and Recommendations. One option would be to require larger majorities in both houses in order to increase the incentives for Members to negotiate in good faith.

The Chair of the WCC Resolutions Committee has been working with several other people on a paper that explores in greater depth the dilemma between striving for consensus and deciding by “parliamentary majority” and this will make further recommendations for Council to consider.

9. Is it realistic to give Members the right to bring amendments to motions to the plenary?

In many previous WCCs, because of the huge number of motions being considered, it was impossible to send every motion to a contact group (in 2016 it was much easier because most motions had already been adopted in the e-vote). As a result, at the 2012 WCC, for example, hundreds of amendments were submitted to the Resolutions Committee by email, and other amendments came in the plenary itself. It was almost impossible for both the Members and the Secretariat to handle this situation, hence the changes to the motions process. In 2016 every motion that had not been adopted by e-vote went to a contact group at the WCC. As a result, almost all amendments were tabled in the contact groups. The only amendments that

came to the plenary related to one motion², and this was because the contact group decided not to include minority viewpoints as possible amendments (in square brackets) in the text. As a result the Members supporting those viewpoints had no option but to table them in the plenary and this became a painful process. Apart from this particular motion, the system worked well in 2016, but the Members still have the right to table amendments in the plenary without even participating in the relevant contact groups.

In view of this, the WCC Resolutions Committee recommends that the Council gives consideration to the following possible changes:

- *Requiring contact groups not to vote down minority views, but, if a compromise cannot be reached, representing these minority views as alternative formulations in square brackets. This would avoid the Members in question having to formally propose each amendment; instead the amendments would be considered and voted on as the Assembly works through the text coming from the contact group.*
- *Requiring Members to present their amendments first to the contact groups and only bring them to the plenary in exceptional circumstances (which would need to be defined).*

Acknowledgement

The WCC Resolutions Committee would like to thank Sonia Peña Moreno and Maximilian Mueller for their very helpful comments on an earlier version of the reflections.

² Motion 007- Closure of domestic markets for elephant ivory.

The IUCN Urban Alliance
Summary of an informal discussion, London, 20 January 2017

BACKGROUND

IUCN WCC 2016 Resolution 29, “Incorporating urban dimensions of conservation into the work of IUCN,” requests the IUCN Council, Commissions, and Director General to take specified actions, and calls for establishment of “an ‘IUCN Urban Alliance,’ chaired by a member of Council and composed of Members and units of Commissions and the Secretariat concerned with urban dimensions of conservation, and charge it with assisting Members, Council, the Director General, Commissions and National and Regional Committees in carrying out the purposes of this Resolution.”

This meeting was convened by Ted Trzyna as head of InterEnvironment Institute, the IUCN Member sponsoring the Resolution. It was planned as an informal brainstorming session whose results will feed into formal IUCN decision-making, and was held in London to take advantage of the many IUCN Members and experts located there. Participants are listed at the end of this note.

Jonathan Hughes, pending approval of the IUCN Council, has agreed to chair the Alliance. Mr. Hughes is Chief Executive of the Scottish Wildlife Trust and an IUCN Regional Councilor for Western Europe. Accordingly the meeting was also designed to assist him in this work.

CONTEXT: POINTS IN DISCUSSION PAPERS

Before the meeting, Ted Trzyna circulated discussion papers that emphasized the following points, based on 15 years’ experience of what is now the WCPA Urban Conservation Strategies Specialist Group:

- Resolution 29 is a carefully crafted consensus document. Its rationale can be reduced to two points:
 - (a) Nature is good for urban people and for the cities they live in;
 - (b) From a political standpoint, urban people are critical for nature conservation locally, nationally, and globally. Conservation needs strong, diverse urban constituencies, but urban people are more and more disconnected from nature.
- IUCN should view urban matters from the perspective of its core interests: conserving species and natural areas. That is where our expertise, reputation, and political leverage lies. Among all the international organizations working on urban matters, that is our comparative advantage.

- We may decide to get involved in other aspects of urban “greening,” such as street trees and conventional urban parks, but we need to keep grounded in our traditional territory.
- We should contribute to and support existing efforts, but also use our unique position to explore new ideas.
- Connecting actors working on similar things is an important role for IUCN, but so is encouraging those actors to go beyond conventional wisdom.
- We should concentrate on medium- and long-term goals, while remaining open to immediate opportunities.
- “Urban” isn’t synonymous with local government.
- We must keep in mind there are many differences among the world’s cities.
- We should see this as an opportunity to look at all of IUCN’s work in different ways.

DEFINING “NATURE” AND “URBAN”

For the purposes of the IUCN Urban Alliance, there was a consensus that both “urban” and “nature” should be defined broadly:

“Urban” refers to human settlements, regardless of size. As appropriate, our language should be aligned with that used by UN-Habitat and in the UN’s New Urban Agenda (2016).

“Nature” refers mainly to living things (including microorganisms), but takes into account geology, soil, water, and the atmosphere. For some audiences “natural capital” may be appropriate; for others, “natural heritage.” Terminology should be aligned with IUCN language, especially the wording used in the quadrennial IUCN Programme.

In terms of “naturalness,” we should not be too concerned with how “natural” a place or thing is, but emphasize the higher levels of Antonio Machado’s (2004) “Degrees of Naturalness.”

CRITERIA FOR DEVELOPING A PROGRAMME OF WORK

The meeting agreed to some criteria which were used to select a list of priority activities (set out below) as follows:

- Taking advantage of IUCN's particular strengths, such as its scientific expertise, convening power, extensive professional networks, and ability to produce and widely distribute high-quality knowledge products;
- Relating activities to IUCN's quadrennial Programme for 2017-2020;
- Relating them to the United Nations Sustainable Development Goals and New Urban Agenda and other international strategies and programs;
- Building on existing relationships with UNEP, CBD, UNESCO, ICLEI and others;
- Building on the partnerships and networks that exist among IUCN's members.

These criteria could also be used to guide the execution of the work suggested below.

RECOMMENDED PRIORITY ACTIVITIES

Taking these criteria into account, and taking account of the work of partner bodies in this field, the meeting developed a recommended initial program of work for the IUCN Urban Alliance. This consists of a list of activities to be carried out under the auspices of the Alliance, or in cooperation with it. (P1, P2, P3 refer to IUCN Programme Areas.)

These proposed activities fall under two broad headings: existing activities that are relevant to the aims of the Urban Alliance but need to be reinforced; and new activities that are required to fill gaps.

1. Continuing activities which should be accelerated and/or expanded

a. Urban protected areas (Lead: WCPA) (P1). The recommendations in *Urban Protected Areas*, IUCN Best Practice Protected Area Guidelines No. 22 (2014), are relevant to many activities of IUCN Members, Commissions, and the Secretariat.

b. Natural Neighbors (Lead: InterEnvironment Institute, in cooperation with SSC, WCPA, and others) (P1). Promotes alliances within metropolitan areas among conservation and historic preservation agencies, museums, zoos, aquariums, and botanic gardens to introduce people to their regions' natural and cultural heritage.

c. Urban biodiversity strategies (P1) (with ICLEI and others). Such strategies have been adopted by many local governments. An assessment of performance would be useful, and more cities should be encouraged to adopt this tool.

d. Relating nature to human health and wellbeing: Participating in ongoing and proposed IUCN projects (P3).

2. New initiatives that should be promoted

a. Developing a tool for assessing ecosystem health in urban places for use by local governments and civil society (P1).

b. Integrating nature conservation and the preservation of cultural heritage in urban areas, especially in the context of World Heritage (P1) (with UNESCO, ICOMOS, USNPS, and others). Relates to 1.b above, Natural Neighbors).

c. Improving governance structures for natural resource management by local government so as to deliver “greener” urban areas (P2). Relates to CEESP Natural Resources Governance Framework project.

d. #NatureforAll: Participating in this new IUCN social-media initiative and helping to shape it (P1) (with CEC and WCPA).

e. Helping establish one or more centers of excellence for integrating nature conservation and historic preservation with urban planning (P3) (with UNESCO, ICOMOS, universities, and others).

RECOMMENDATIONS ON STRUCTURE

The meeting recommended that the Steering Committee of the IUCN Urban Alliance be composed of:

- The Urban Alliance Chair, appointed by Council;
- The Chairs of the six IUCN Commissions or their designates;
- Representatives of no more than eight other IUCN Members active in urban conservation, such Members to be selected by the Alliance Chair in consultation with the above;
- A representative of the IUCN Secretariat, designated by the Director General.

The meeting also recommended that an Advisory Committee to the IUCN Urban Alliance be appointed by the Urban Alliance Chair, in consultation with the Steering Committee. The Advisory Committee should include individual experts from different fields, as well as representatives of IUCN Member and non-Member organizations and Partners. The non-Members should include the major international bodies of the professions concerned with urban planning, architecture, landscape architecture, cultural heritage preservation, and city management, as well as the key international organizations of local governments.

Terms of reference for the Urban Alliance and the Advisory Committee should be developed by the Steering Committee and approved by Council.

Ted Trzyna
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28 January 2017

NOTES AND REFERENCES

Note: Due to time constraints, this summary has not been reviewed or approved by the participants. This is the record of an informal discussion whose results will be considered within formal IUCN structures.

Machado, Antonio. 2004. "An index of naturalness." *Journal for Nature Conservation* 12: 95-110. See also the discussion in Trzyna (2014), 3-5.

Trzyna, Ted. 2014. *Urban Protected Areas: Profiles and Best Practice Guidelines*. Gland, Switzerland: IUCN. Access via IUCN-Urban.org.

PARTICIPANTS

David Goode, author on urban nature; formerly Head of Environment, Greater London Authority

Jonathan Hughes, Chief Executive, Scottish Wildlife Trust; IUCN Regional Councilor, Western Europe

Helen Miller, Head of Education, Botanic Gardens Conservation International

Adrian Phillips, conservationist; formerly: Chair, IUCN World Commission on Protected Areas, and Program Director, IUCN Secretariat

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Martin Spray, Chief Executive, Wildfowl and Wetlands Trust

Ted Trzyna, President, InterEnvironment Institute; Chair, IUCN WCPA Urban Conservation Strategies Specialist Group; former IUCN Councilor

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SENT APOLOGIES: TO BE COPIED E-MAIL EXCHANGES

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92th Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.2.5

61st Meeting of the Finance and Audit Committee

Commission Financial Rules

Origin: Director General / Chief Financial Officer

REQUIRED ACTION

The IUCN Council is invited to approve the (new) sections 5 and 6 of the Commission Financial Rules (attached hereafter).

Background

The Commission Financial Rules provide guidance to Commissions on the management of income raised and expenditure incurred for Commission activities.

The financial rules are required to ensure that the IUCN fiduciary framework and related IUCN policies and procedures extend to Commission activities.

It is also important to be able to demonstrate good governance and oversight of IUCN Commission activities to donors. This is critical for IUCN to pass the "EC Pillar Assessment" which would enable IUCN to manage EC funds through what is referred to as *indirect budget management* whereby the EC entrusts budget implementation to other entities.

Council approved the first version of the Commission Financial Rules at its 88th meeting in April 2016.

The scope of financial rules approved in April 2016 covers:

- The use of Commission Operating Funds (Section 3)
- Project income and expenditure received / incurred by the Secretariat for Commission activities (Section 4)

At the time of approval it was agreed that a further section would be added to provide guidance on income and expenditure received / incurred through other entities, i.e. funds not passing through the Secretariat. (new Section 5)

As a first step, the Commission Chairs in their meeting in April 2016 requested the Secretariat to develop a typology of the different operational arrangements that are known to exist. This was done in the 2nd half of 2016 (attached to this document). Following review and input from the Commission Chairs the new section of the financial rules was developed.

The revised financial rules incorporating the new section (sections 5 and 6 of the attached) are presented to Council for approval.

Commission Financial Rules

Release 2 v1 Draft 22 November 2016

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Commission Financial Rules

1. Purpose

The purpose of these financial rules is to provide guidance to Commissions on the management of income raised and expenditure incurred for Commission activities. This includes both income and expenditure passing through the IUCN Secretariat and recorded in its books and that received/incurred by other entities on behalf of Commissions.

2. Scope

These financial rules cover:

1. The use of Commission Operating Funds
2. Project income and expenditure received / incurred by the Secretariat for Commission activities

Guidance on income and expenditure received / incurred through other entities will be added and included in a future release of these financial rules.

3. Commission Operating Funds

a. Purpose

Commissions Operating Funds (COF) provides support for Commission networks to function effectively. The COF is intended primarily to support Commission governance and management.

b. Eligible use

The COF is intended for the following purposes¹:

- Commission Steering Committee meetings (travel and accommodation of Steering Committee members; meeting venue and related costs)
- Support to Chair including:
 - Local staff support (non IUCN), if necessary
 - Office support (office rent, fax, phone, email, photocopying, etc.)
 - Travel to Commission meetings
 - Travel to key policy meetings (e.g. COPS of CBD, CITES)
 - Travel to IUCN and other meetings relevant to the work of the Commission
- Travel support to the Deputy Chair, Other Steering Committee members, or other Commission members appointed by the Commission chair when representing the Commission at IUCN governance meetings, IUCN management meetings or key external meetings.
- Meeting and administration costs to support subsidiary Commission structures
- Costs of internal Commission communications such as newsletters, website development and maintenance
- Cost of participation in IUCN external reviews and evaluations

c. Accountability

¹ Taken from Council decision made at the 58th meeting of Council, June 2003 (see appendix) with minor edits.

The Commission Chair is accountable for the proper use of the COF, including ensuring that the funds are used for their intended purpose, in accordance with applicable IUCN policies and procedures, and that all expenditure is supported by appropriate, auditable evidence.

Commission Operating Funds are funded from IUCN core income. Consequently, COF expenditures are subject to the same level of oversight and fiduciary control as any other IUCN expenditure.

d. Budget

The Commission Chair will submit a budget for the use of the COF on an annual basis, working with the Commission Focal Point to ensure that it is consistent with the joint Commission-Secretariat workplan. It should be submitted ahead of the year to which it relates to the Chief Financial Officer at the Secretariat in accordance with budget instructions issued by the Secretariat.

The Chief Financial Officer will review the budget and check that it is in compliance with the eligible use criteria detailed in section 3. b.

Allocations to the COFs will be proposed by the Director General, following consultation with the Commission Chairs, as part of her/his submission of a draft consolidated budget to Council. Allocations will be deemed to be approved at the point Council approves the consolidated budget.

Any funds unspent at the year-end will be transferred to IUCN reserves, it being understood that the purpose of the annual allocation is to fund the current year's operating expenditure.

In the event of a budget deficit, the excess of expenditure will also be transferred to reserves.

e. Expenditure processes

Expenditure may be incurred by a Commission by:

- Requesting the Secretariat (through the Commission Focal Point or his/her delegated representative) to incur the expenditure on behalf of the Commission, e.g. entering into a consultancy contract on behalf of the Commission, purchasing an air ticket for a Commission member.
- Submitting an expense claim to the Secretariat for expenses incurred by the Commission Chair or other Commission Member which are eligible for reimbursement from the COF.
- Requesting an advance from the Secretariat for planned expenditure, the use of which is justified at a later date by the submission of receipts and other evidence of expenditure to the Secretariat.

All expenditures must be supported by receipts or other evidence of expenditure.

The Commission Chair is responsible for approving all expenditure in relation to the COF prior to submitting disbursement requests to the Secretariat. Disbursements are approved by the Secretariat in accordance with the IUCN Delegation of Authority policy.

f. Contracting

In view of the fact that Commissions are not distinct legal entities they are not able to enter into contracts with other parties. Contracts must therefore be entered into in the name of IUCN.

All contracts and agreements must be signed by a member of the Secretariat staff in accordance with the IUCN Delegation of Authority policy².

Commission members are not allowed to sign contracts on behalf of IUCN as they are not employees of the Swiss IUCN legal entity and have no authority to commit IUCN.

g. Requirement to comply with IUCN procedures

The Commission Chair must ensure that all expenditure from the COF is incurred in compliance with IUCN Secretariat policies and procedures. In particular:

- The IUCN Procurement Policy
- The IUCN Travel Policy
- IUCN Anti-Fraud Policy
- The Code of conduct for Commission Members (under development)
- Operational guidelines for business engagement

IUCN operational policies and procedures can be found on the Union Portal at: [Documents: Policies, Procedures, Guidelines, Templates and Tools | Union.](#)

h. Supporting documentation

All expenditures must be supported by auditable evidence, e.g. invoices, contracts, receipts, all of which should be maintained by the Secretariat.

In the event that a Commission Chair or other Commission members uses his/her own facilities or assets (e.g. house, internet connection, telephone) to support the operations of the Commission, he/she may claim for the cost of use of those facilities to the extent that they are used for Commission operations, e.g. if a Commission Chair uses part of his/her house from which to run Commission activities he/she may claim the cost of the space used. The cost must be supported by a rental agreement with a 3rd party together with a calculation of the cost of the space used for Commission activities.

i. Accounting and reporting

The Secretariat is responsible for maintaining the accounts of each COF in the Secretariat finance system.

Following the closure of the month in the Secretariat financial system the Secretariat will distribute an income and expenditure report to the Commission Chair showing expenditure against budget and details of all transactions.

j. Audit and oversight

Expenditure in relation to the COFs is subject to the same level of audit and oversight as any other funds managed by the Secretariat. COF income and expenditure is covered in the annual statutory audit of the IUCN Financial Statements and may be subject to internal audit at the discretion of the Head of Oversight and Director General.

² The Delegation of Authority (DOA) is the mechanism by which the Director General authorizes relevant functions or positions – and consequently IUCN staff appointed to fill them - to act for and on behalf of IUCN, to protect the rights of IUCN and to incur obligations and liabilities in the name of IUCN. The DOA defines the limits of authority designated to specified functions or positions within the IUCN Secretariat and establishes the types and maximum financial amount of obligations that may be approved.

4. Project income and expenditure received / incurred by the Secretariat for Commission activities

a. Purpose

The Secretariat may receive restricted funds to fund work by Commissions which forms part of the annual workplan approved by Council.

Where the work is to be performed by a Commission, the Secretariat will, with the agreement of the Commission Chair in question, enter into contracts with Commission members, Commission hosts³, or other 3rd parties for the performance of such work.

b. Eligible use

Funds may only be used for their intended purpose, taking into consideration any donor restrictions.

c. Accountability

Since the donor contract is with the Secretariat, the Secretariat is ultimately accountable to the donor for the correct use of the funds. Should any dispute arise between the Secretariat and the Commission Chair on the use of such funds, the matter will be referred to the Director General to resolve with the Commission Chair in question.

For sub-contracts between the Secretariat and other parties, e.g. Commission members, the recipient of the funds is legally accountable to the Secretariat.

The IUCN Secretariat has authority to take management decisions regarding the use of the funds that are necessary to ensure compliance with IUCN's policies and procedures and the contract with the donor and, ultimately, to protect IUCN's financial, legal and reputational integrity. However, in a normal situation all decisions would be taken jointly with the Commission Chair in question, and the Secretariat would only exert its legal authority if no other option exists.

d. Budget

Funds should be used in accordance with a budget agreed with the donor. The funds should be credited to a project in the Secretariat financial system and a Secretariat project manager appointed to manage the budget. A separate project may be opened up for an individual donation, or funds may be pooled if they are for a similar purpose and provided that such pooling does not conflict with any donor imposed conditions.

e. Approval of expenditure

Expenditure must be approved in accordance with the Secretariat Delegation of Authority policy and associated approval rules. These require that all project related expenditures are approved by the appointed project manager. In view of the joint nature of the project, the project manager will seek the agreement of the Commission Chair or his appointed representative prior to approving the expenditure.

f. Requirement to comply with IUCN procedures, e.g. procurement, travel, DoA

All expenditure from funds received by the Secretariat must be made in accordance with IUCN Secretariat policies and procedures. Procurement must follow the Secretariat procurement policy. In particular, IUCN competition rules must be respected before entering into contracts with Commission members for the supply

³ A Commission host is an organisation or other legal entity, separate to IUCN, which agrees to provide services to the Commission. This may include in-kind services, e.g. the provision of office space, but also financial services such as receiving income and making payments on behalf of the Commission.

of services, noting the exception to competition provided in paragraph 13(f) of the Procurement Policy relating to contracts to individuals by virtue of the Commission position that they hold.

g. Supporting documentation

All expenditures must be supported by auditable evidence, e.g. invoices, contracts, receipts, all of which should be maintained by the Secretariat.

h. Accounting and reporting

The Secretariat is responsible for the proper accounting of all donations received and expenditures incurred and for providing both financial and technical reports to the donor. Technical reports may include submissions from Commissions or be wholly written by a Commission, depending on the nature of the project.

5. Income and expenditure received / incurred by other entities

a. Typology of arrangements

Commissions receive support from organisations through a variety of arrangements not involving the Secretariat. Typical examples are:

- 1) An organisation provides in-kind support through the provision of office facilities and services to a Commission
- 2) An organisation allows a member of its paid staff to work on Commission activities
- 3) An organisation undertakes Commission activities as part of its normal activities
 - The organisation raises and spends money in its own name
- 4) An organisation acts as a Commission host where it receives funds and incurs expenditure on behalf of a Commission
 - The organisation raises and spends money in the name of IUCN

In deciding what needs to be tracked and reported the following elements need to be considered:

- 1) The value of the benefits being received
 - High value benefits should be reported to the Secretariat, e.g. the value of work performed by Red List Partners.
 - Low value benefits do not need to be reported to the Secretariat, e.g. the value of office space provided to a Commission member to enable him/her to undertake Commission activities.
- 2) The relevance of the work being performed
 - Significant pieces of work undertaken by another organisation that form part of a Commission workplan⁴ should be reported to the Secretariat to allow tracking and reporting against the workplan.
 - Work not closely related to a Commission workplan or immaterial in value does not need to be reported.
- 3) The risk to IUCN
 - Funds raised and spent by a 3rd party in the name of IUCN carry a significant risk to IUCN.
 - Funds raised and spent by a 3rd party in its own name are low risk.
 - The provision of office services or staff time carries minimal risk to IUCN.

The table below analyses the various types of arrangements by category and value and risk to IUCN.

Category of support	Value and risk to IUCN		
	Low	Medium	High
In-kind corporate support	Provision of office services		
In-kind technical support	Provision of staff time	Contribution by an organisation to a Commission workplan as part of its normal activities	Formal contribution by an organisation to a Commission workplan
Indirect financial support	Organisation raises funds <u>in its own name</u> and conducts Commission activities that <u>are not Programme related</u>	Organisation raises money <u>in its own name</u> and conducts Commission activities that <u>are Programme related</u>	Organisation accepts and manages funds <u>in the name of IUCN</u> for Commission activities

⁴ A Commission workplan is normally part of a joint Secretariat-Commission workplan

	Reporting and contractual requirements		
	None	Report required	Formal agreement

A detailed typology of Commission arrangements with examples can be found at [\(add link\)](#)

b. In-kind corporate support

Contribution

An organisation may agree to provide in-kind services such as office space or/and administrative services to a Commission.⁵

Requirement

A Memorandum of Understanding (MoU) detailing the roles and responsibilities of the parties should be signed by the Commission Chair and the entity providing in-kind services. The MoU does not require clearance from the Secretariat.

The Commission should keep track of such arrangements for its own administrative and management purposes and provide a copy of each MoU to the Secretariat Commission focal point.

A template MoU can be found at [\(Add link\)](#)

c. In-kind technical support

An organisation may agree to provide in-kind technical support to a Commission. This could be in a variety of different forms:

i. Provision of staff time

Contribution

An organisation may allow a member of its staff to work on Commission activities or fulfil a Commission role as part of the staff member’s contract of employment.

Requirement

A MoU should be signed as per b) above.

ii. Contribution to a Commission workplan as part of normal activities

Contribution

An organisation may undertake Commission activities as part of its normal activities, i.e. they are aligned with the work of the Commission but not driven by the Commission per se.

Requirement

There is no contractual requirement or formal reporting requirement. Depending on the significance of the activities and their relevance to the Commission workplan the organisation may be asked by the Commission to provide a report of work undertaken. This would allow IUCN to track and acknowledge the work undertaken by the organisation.

⁵ This is often the case with SSC Specialist Groups

iii. Formal contribution to a Commission workplan as part of normal activities

Contribution

An organisation may agree to undertake a significant part of a Commission workplan either as part of its normal activities or as additional activities. The IUCN Red List partnerships fall into this category.

Requirement

In order to hold the other organisation accountable for delivery, a formal agreement is required between the IUCN Secretariat and the organisation concerned.

The agreement should cover, amongst others, the work to be performed, timelines, the value of the work, reporting obligations and intellectual property rights.

The agreement should go through the standard IUCN contract review and clearance process.

d. Indirect financial support

i. Organisation raises funds in its own name and conducts Commission activities that are not Programme related

Contribution

An organisation may decide to raise funds to conduct a Commission activity. The fund-raising is done in its own name and the activity undertaken for the benefit of the organisation. IUCN benefits in that the activity is Commission related but not part of the Commission workplan.

Requirement

No contractual or reporting requirement.

ii. Organisation raises funds in its own name and conducts Commission activities that are Programme related

Contribution

As above, except the work performed forms part of the Commission workplan.

Requirement

Depending on the significance of the activities the organisation may be asked by the Commission to provide a report of work undertaken. This would allow IUCN to track and acknowledge the work undertaken by the organisation.

iii. Organisation accepts and manages funds in the name of IUCN for Commission activities

This situation carries significant risk for IUCN in that funds are raised in the name of IUCN. IUCN therefore becomes accountable to the donor for the proper use of the funds.

Contribution

The contribution is the amount of money received by the organisation on behalf of the IUCN Commission.

The organisation may charge IUCN a fee for its services or provide them free of charge. In the latter case the organisation is making a contribution to the IUCN Commission in the form of in-kind services.

Requirement

A hosting agreement between IUCN and the host entity is required – see e) below.

e. Hosting arrangements

Since Commissions are not distinct legal entities (DLEs) they cannot receive income or incur expenditure in their own name. Therefore they must operate within the legal framework of another entity (host). The IUCN Secretariat acts as a host for all Commissions in that it receives income and incurs expenditure on behalf of Commissions, i.e. it provides Commissions with an operating framework. A Commission may also operate under a 3rd party organisation where this is advantageous, e.g. where the 3rd party organisation has specific expertise that would benefit the Commission. For example, an SSC specialist-group may be hosted by a 3rd party organisation that has expertise in the area of the specialist group. In such cases the arrangement must be regularised by a hosting agreement between the host entity and the IUCN Secretariat.

Before entering into a hosting agreement, the Commission Chair must undertake a due diligence of the proposed host to ensure that the hosting arrangement would not give rise to any undue reputational, legal or financial risk to IUCN. Ideally, the host should be an IUCN Member. For due diligence guidance see [\(add link\)](#).

The hosting agreement should include, amongst others:

- Purpose of the agreement
- Activities to be hosted
- Services to be provided
- Hosting fees
- Modalities for the receipt of funds and payment of expenditures
- Reporting obligations
- Audit requirements
- Intellectual property rights
- IUCN representative

It is the responsibility of the Commission Chair to ensure that hosting agreements are in place, that a record is kept of all hosting agreements, and that they are renewed, amended or terminated as necessary.

A template hosting agreement can be found at [\(Add link\)](#)

The agreement should go through the standard IUCN contract review and clearance process.

Operational aspects

i. Receipt of donations in cash by a host organisation

A host may receive unrestricted or restricted donations on behalf of a Commission.

Donations may be unrestricted, i.e. given in support of the general objectives and work of the Commission, or restricted, e.g. for a workshop or for a specific activity.

For both unrestricted and restricted donations, the intended purpose of the donation must be clear and evidenced in writing between the donor and the Commission host.

Amounts over CHF 1,000 must be acknowledged by the host organisation.

ii. Donations from the host to the Commission

Where the host makes a donation to the Commission, the donation should be accounted for in the same way as a cash donation from any other donor.

Example

The host of a SSC Specialist Group (SSC-SG) may agree to pay the salary of the Chair of the Specialist Group and allocate an amount to the SSC-SG account maintained in its books. The salary costs would then be charged against these funds.

iii. On-line giving

The host organisation may agree to host a website for the Commission⁶. This may include a page for on-line giving. Donations received through on-line giving will be received by the host organisation. It should be made clear on the Commission web-site that the donations will be received by another entity on behalf of the Commission.

On-line donations received by the host should be managed as in i) above, taking into consideration any restrictions made by the giver.

iv. Employment contracts

If the Commission has dedicated staff, the employment contracts must be in the name of the host organisation. The host is responsible for the deduction and payment of taxes and other deductions in accordance with the countries applicable labour laws. If the host dedicates a proportion of the time of staff to Commission activities a suitable and fair charging mechanism should be agreed.

v. Consultancy contracts

Consultancy contracts must be between the host organisation and the consultant. The consultant may or may not be a Commission member.

vi. Other expenditure

Other Commission expenditure, e.g. travel, workshops, meetings should be paid by the host and charged to the Commission.

vii. Advances

The host may give an advance to a Commission member who then clears the advance by providing the host with receipts and other justification of expenditure once the expenditure has been incurred.

viii. Authorisation of expenditure

All expenditure incurred by a host organisation on behalf of a Commission must be authorised by a Commission representative (Regulation 82). The Chair of the Commission is responsible for delegating authority for the approval of Commission expenditure to other Commission members in accordance with Regulations 78 (a).

⁶ The websites of SSC Specialist Groups are often hosted by partner organisations

ix. Compliance with IUCN procedures

With any hosting arrangements the operational policies and procedures of the host apply to hosted Commission staff and transactions undertaken in the name of the host on behalf of the Commission.

Before entering into hosting arrangement the operational policies of the host should be checked to ensure that they conform to best practice and are consistent with the principles in IUCN Secretariat policies. Particular attention should be given to the host's procurement policy and travel policy, e.g.: Are the host's rules for competitive tendering consistent with those of the IUCN Secretariat?⁷ Is business class travel disallowed?

In the event that IUCN rules are stricter than the host's the Commission should request that IUCN rules be applied by the host in order for IUCN to safeguard its reputation.

x. Accounting

The host should account for income and expenditure received on behalf of the Commission separately from its own funds.

xi. Documentation

Supporting documents for income and expenditure accounted for in the books of the host organisation should rest with the host. The Commission should be given access to documents or be provided with copies on request.

xii. Reporting

The host organisation should provide the Commission with an annual report of all income and expenditure received/incurred on behalf of the Commission. More frequent reports may be requested by the Commission, depending on the value of transactions.

f. Direct receipt of donations by Commission members

Commission members should avoid the direct receipt of donations. In the event that a Commission member is approached by a donor he/she should request the donor to give the funds through an official channel such as the IUCN Secretariat or host organisation. In the event that personal receipt is unavoidable the Commission member should satisfy himself/herself that the donation comes from a known source and that receipt of the donation would not contravene any local laws or ethical principles of IUCN. The Commission member should provide a receipt to the donor and then deposit the income with the IUCN Secretariat or host entity at his/her earliest convenience.

6. Financial reporting requirements

Commissions are required to maintain records of all income and expenditure received/ incurred in cash that does not pass through the books of the Secretariat.

Host organisations are required to provide annual reports of income and expenditure received /incurred on behalf of a Commission.

An annual consolidated financial report of Commission income and expenditure should be provided to the IUCN Secretariat and Council.

⁷ IUCN procurement rules require 3 bids of expenditure over CHF 25,000 and public advertising for amounts over CHF 100,000.

Annex 1

Council Decision (58th meeting of the IUCN Council, June 2003)

Upon the recommendation of the Finance and Audit Committee, the Council APPROVES the following budget principles to be applied for the submission by the Commission Chairs for the Commission Operating Funds:

1. The Commissions Operations Fund (COF) provides some of the support necessary for Commission networks to function effectively. Commission Chairs understand the COF is intended for Commission governance and management and thus, those activities necessary for a functioning Commission network should be supported by the COF.
2. Governance and management activities include:
 - a. Commission Steering Committee meetings (travel and accommodation support, logistics)
 - b. Support to Chair including:
 - i. Local staff support (non IUCN), if necessary
 - ii. Office support (fax, phone, email, photocopying, etc.)
 - iii. Travel to Commission meetings
 - iv. Travel to key external meetings (e.g. COPS of CBD, CITES)
 - v. Travel to IUCN governance meetings (global and regional)
 - c. Travel support to Deputy Chair (or other Commission members appointed by the Commission chair) when representing the Commission at Commissions meetings, IUCN governance meetings or key external meetings.
 - d. Other meeting and Office support (as needed) to support subsidiary commission structures.
 - e. Newsletter/main communications organ (production and delivery, either electronic or hard copy); basic communication tools, including via the internet and Commission website development.
 - f. Support to the statutory external review.
3. Programme activities are not funded by the Commission Operating Fund, but included in the Programme budget.

Separate document

Typology of Commission arrangements

The below is a summary of how 3rd party organisations (i.e. non IUCN components) provide support to Commission operations and activities. Support may be in the form of in-kind services or financial support.

Category of support	Value and risk to IUCN		
	Low	Medium	High
In-kind corporate support	<p>Organisation provides office space or/and IT, administration services to a Commission office-bearer or Commission sub-group,</p> <p>e.g. The SSC primate SG is hosted by CI</p> <p>e.g. Parks Canada provided office space for WCPA Chair</p>		
In-kind technical support	<p>Organisation allows a member of its staff to work on Commission activities or fulfil a Commission role as part of a contract of employment.</p> <p>e.g. The Zoological Society of London funds the Chairs/co-chairs of the Giraffe and Okapi SG, Pangolin SG and Aquatic Eel SG, all of whom are employed by ZSL.</p> <p>e.g. Colombia National Parks allows Julia Miranda to serve as WCPA Deputy Chair</p>	<p>Organisation contributes to the Commission workplan as part of its normal activities and the Secretariat needs to be informed for tracking and coordination purposes.</p> <p>e.g. Parks Canada supports preparation of Guidelines to be published by IUCN.</p> <p>e.g. Organisation seconds a member of its staff to work full time on Commission activities</p> <p>e.g. GIZ provided staff to manage a stream in the World Parks Congress</p> <p>e.g. US National Parks Services provides 50% of staff time to lead WCPA SG</p>	<p>Organisation formally commits to carrying out part of a Commission workplan as part of its normal activities.</p> <p>e.g. Red List Partnerships</p>

Category of support	Value and risk to IUCN		
	Low	Medium	High
<p>Indirect financial support</p> <p>(Funds flow through another organisation – not the IUCN Secretariat – in support of Commission activities)</p>	<p>Organisation raises funds and conducts Commission activities,</p> <p>e.g. WCPA regional VC Eurasia raises funds and conducts a workshop (not specifically IUCN programme related.)</p>	<p>Organisation raises money in its own name (or uses its own budget) to conduct a Commission activity</p> <p>e.g. Organisation hosts and pays for a meeting/workshop - pays workshop costs or/and travel/ accommodation of participants</p> <p>e.g. German Federal Agency for Nature Conservation convenes workshops at the International Nature Conservation Academy and pays for costs of attendance (including IUCN staff).</p> <p>e.g. UNEP-WCMC raised funds to manage Protected Planet Pavilion at WPC</p> <p>e.g. Parks Canada provides 2 staff to lead #NatureForAll as part of IUCN Programme</p> <p>e.g. Mexican State of Morelos hosting WCPA SC meeting and paying all in-country costs</p> <p>e.g. Various entities contributed towards the 2016 WCEL Congress</p>	<p>Organisation accepts and manages funds raised in the name of IUCN for Commission activities that are managed by the Commission, i.e. organisation makes payments on behalf of the Commission (effectively in name of IUCN)</p> <p>e.g. UNEP-WCMC manages funds on behalf of SSC</p> <p>e.g. 2 The Global Conservation Network hosts the SSC Conservation Breeding SG: receives donations and makes payments on their behalf</p>
<p>Direct financial support</p> <p>Direct funding of Commission activities</p> <p>Funds flows through the</p>			<p>Organisation provides funding to the IUCN Secretariat for Commission activities or for a project that includes Commission activities.</p> <p>e.g. Standard donor contracts with IUCN that</p>

Category of support	Value and risk to IUCN		
	Low	Medium	High
IUCN Secretariat			<p>includes a Commission component, such as SDC funding work of WCPA TF on Other Effective Area-based Conservation Measures</p> <p>e.g. Donor agreement that is specifically to cover Commission costs, e.g. EA Abu Dhabi funds costs of SSC and Sub groups</p> <p>e.g. EC-funded BIOPAMA programme that provides component costs for WCPA, SSC</p> <p>e.g. Commission raises funds which are channelled through the IUCN Secretariat as a single-source contract</p>
Secretariat reporting and contractual requirements			
	<p>None</p> <p>Commissions may decide to track these arrangements and contributions for their own use.</p>	<p>Report required</p> <p>Commissions are required to report the existence of these arrangements and the activities performed for coordination purposes, for transparency and to allow the Secretariat to recognise the contributions made in reports.</p>	<p>Formal agreement</p> <p>Commissions are required to put in place formal agreements between the IUCN Secretariat and the other party to regulate the arrangement and for the IUCN Secretariat to hold the other party accountable for delivery.</p>

Terminology

“Member” = Commission member

IUCN = Components of IUCN (World conservation Congress, Council, National and Regional Committees, Commissions and the Secretariat)

Where a specific IUCN component is referred to it is written in full, e.g. IUCN Secretariat.

Hybrid situations

In respect of indirect financial support, hybrid situations exist. An organisation may part fund a position from its own resources and part fund it from external funding.

e.g. Conservation International previously employed and part-funded the Co-Chair of the SSC Tortoise and Freshwater Turtle SG, but received external funding (for example from the Chelonian Research Foundation) to help pay for this.

Separate document

Guidance on due diligence of host organisations

- Going concern - financially viable
- No known legal cases that would question the integrity of the entity
- Clean audit reports for the last 3 financial years
- Objectives aligned with IUCN
- Separate accounting of Commission income and expenditure
- Ability to report separately Commission income and expenditure
- Ability to track all donations made to IUCN
- Policies and procedures aligned with IUCN
- Acceptable governance and management structures
- Inclusion of Commission income and expenditure in the entity's statutory audit

To be further developed, including questionnaire



IUCN Governance Committee report to IUCN Council - Global Group for National Committee Development

Introduction

This is the first progress report on the implementation of the recently adopted Resolution 002 'IUCN Global Group for National Committee Development' (the 'Global Group').

Background

Following the previous resolution in 2012 on Strengthening National Committees, Motion 002 ([Appendix 1](#)):

- Called for the establishment of a Global Group for National and Regional Committee Development;
- Requested logistical support, including translation, for online meetings of the Global Group and for its biennial meetings;
- Provided a budget as requested ([Appendix 2](#));
- Was adopted by electronic vote at the IUCN World Conservation Congress 2016 in Honolulu, Hawai'i;

Furthermore, a Pilot Test Group of regional representatives and the IUCN Secretariat was established to test the feasibility of communications, and held 3 meetings online in 2016.

Progress

Implementation of Resolution 2:

- The Pilot Test Group is now dissolved having completed its feasibility work.
- Global Group members have now been nominated as regional representation for 11 programmatic regions ([Appendix 3](#)).
- IUCN Secretariat/Union Development Group representation has been agreed ([Appendix 3](#)).
- Draft Terms of Reference have been drawn up and are being discussed by Global Group members ([Appendix 4](#)).
- The first Global Group online meeting will take place on 18th January 2016.

Draft Council decision

The IUCN Council,

- Notes the results of the inaugural meeting of the Global Group for National and Regional Committee Development established pursuant to WCC-2016-Res-002;
- Recognizes the Global Group as the body responsible for the implementation of WCC-2016-Res-002 and takes note of the estimated budget;
- Looks forward to receiving annual updates on the progress in the implementation of WCC-2016-Res-002;
- Thanks all IUCN Members and Committees involved, as well as the Secretariat, for their continued engagement and support for the development of National and Regional Committees.

Appendices

[Appendix 1](#) Motion 002 establishment of a Global Group for National and Regional Committee Development

[Appendix 2](#) Budget requested to accompany Motion 002

[Appendix 3](#) Global Group member representatives

[Appendix 4](#) Global Group Draft Terms of Reference

Appendix 1

002 - IUCN Global Group for National and Regional Committee Development

BEARING IN MIND Resolution 4.001 Strengthening links between IUCN members, Commissions and Secretariat (Barcelona, 2008);

RECALLING Resolution 4.003 Strengthening IUCN's National and Regional Committees (Barcelona, 2008);

BEARING IN MIND Resolution 5.005 Strengthening of the IUCN National and Regional Committees and the use of the three official languages in documents for internal and external communication by IUCN and its Members (Jeju, 2012);

CONSIDERING the inclusion of National and Regional Committees in the IUCN One Programme Charter and in the ongoing IUCN Framework of Action to Strengthen the Union (FASU) process;

NOTING from the Activity Report for Resolution 5.005, located in the Resolutions and Recommendations Platform, that little progress has been made;

STRESSING the important role that National and Regional Committees play as a critical link between the Secretariat and the Union's constituencies, and in contributing to the efficient mapping of Members, thereby avoiding overlap of actions by Members and the Secretariat;

BEARING IN MIND the great potential for Members to make a significant impact in the field of conservation, if cooperation with them is strengthened;

CONSIDERING that the National and Regional Committees currently receive no financial support from the Secretariat; and

RECOGNISING the positive outputs of regional working groups such as the Working Group for National Committee Development in Europe, North and Central Asia;

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016:

1. STRONGLY ENCOURAGES the Director General to provide logistical support, including translation, for the establishment of a Global Group for National and Regional Committee Development, recognised by IUCN Council and in association with the Union Development Group, as part of the delivery of the One Programme initiative. This group will meet online on a regular basis to:

- a. foster cooperation, communication and collaboration;
- b. share knowledge, practice and experience;
- c. encourage and support the establishment and development of National and Regional Committees;
- d. strengthen this community of the IUCN family in order for it to better engage with IUCN Commissions, the Secretariat and the Members; and
- e. improve the communication of Member activity in the implementation of the IUCN Programme; and

2. FURTHER REQUESTS logistical support for a biennial two-day meeting of National and Regional Committee representatives to be hosted in each IUCN region in rotation (incorporated into each World Conservation Congress and one other international event), to maintain momentum, enable monitoring and reporting of progress in the development of National and Regional Committees development, and to promote sharing of experience.

Appendix 2

Budget

Estimated budget necessary to implement the motion (in US \$):

- 50000-99999

Estimated human resources necessary to implement the motion, for example new staff positions, type of expertise required, and:

- September 2016 - September 2020:
 - Staff time (IUCN Secretariat) 10,000 USD
 - Volunteer time (coordination/management, National and Regional Committee representatives) 40,000 USD (in-kind support)
 - Communication (online meetings, software (e.g. webinar), minutes) 5,000 USD
 - Publications and translation (e.g. newsletter, toolkit, project report) 15,000 USD
 - Biennial meeting costs (subsidy for travel for developing states, venue costs etc.) 30,000 USD

Appendix 3

**Global Group for National and Regional Committees
Members**

Eastern and Southern Africa	Harriet Davies-Mostert (NC South Africa + RC)
Western and Central Africa	Pricelia Tumenta (NC Cameroon)
South America	TBC
Meso America	Ernesto Herrera (NC México)
North America	Meg Beckel (NC Canada)
Caribbean	Patricia Lamelas/Leida Buglass (RC Caribbean; Dominican Republic)
South and East Asia	Ma Keping (RC South and East Asia) Raj Kumar (membership focal point)
West Asia	TBC
Oceania	Katherine Zischka (NC Australia)
Eastern Europe and Central Asia	Nana Janashia (Georgian IUCN member)
Europe	Chris Mahon (NC UK) – <i>Acting Chair</i>
IUCN Secretariat	Enrique Lahmann & Sebastià Semene Guitart Sarah Over & Fleurange Gilmour-Bieri
Logistics + administration	Ann-Katrine Garn (NC Denmark) – <i>Acting Secretary</i>

Appendix 4

IUCN Global Group for National and Regional Committee Development Constitution/Terms of Reference

Purpose

Establishment and Purpose of the Global Group for National and Regional Committee Development (GGNRCD or 'the Global Group')

Motion 002 '*IUCN Global Group for National and Regional Committee Development*' became an IUCN Resolution after electronic voting leading up to the IUCN World Conservation Congress 2016. The motion received 35 co-sponsors securing support from Members in all 10 IUCN Regions and from 26 countries. The result of the voting: Category A: YES 100%; Category B: YES 97%, NO 3%.

The IUCN World Conservation Congress, at its sixth session in Honolulu, Hawai'i, 1-10 September 2016:

STRONGLY ENCOURAGES the Director General to provide logistical support, including translation, for the establishment of a Global Group for National and Regional Committee Development, recognised by IUCN Council and in association with the Union Development Group, as part of the delivery of the One Programme initiative. This group will meet online on a regular basis to:

- a) foster cooperation, communication and collaboration;
- b) share knowledge, practice and experience;
- c) encourage and support the establishment and development of new National and Regional Committees;
- d) strengthen this community of the IUCN family in order for it to better engage with IUCN Commissions, the Secretariat and the Members; and
- e) improve the communication of Member activity in the implementation of the IUCN Programme; and

FURTHER REQUESTS logistical support for a biennial two-day meeting of National and Regional Committee representatives to be hosted in each IUCN region in rotation (incorporated into each World Conservation Congress and one other international event), to maintain momentum, enable monitoring and reporting of progress in the development of National and Regional Committees development, and to promote sharing of experiences.

Function

Following a 6 month trial period by a Pilot Test Group of regional representatives during 2016, the Global Group had its inaugural meeting on [insert date].

Representative Members

One Representative Member shall be nominated from each of the following IUCN Programmatic Regions¹ by Members of National Committees (or Regional Committee if National Committees does not exist) in those regions, to serve on the Global Group:

Asia
Central and West Africa
Eastern and Southern Africa
East Europe and Central Asia
Caribbean
Mediterranean
Meso America
Oceania
South America

¹ Statutory regions are geographical units used by Council/Congress mainly for election governance purposes. They can only be altered by amending the Statutes of IUCN.

Programmatic regions are the operational geographic units used by the Secretariat mainly for the implementation of the Programme. They are usually linked to a Regional Office and can be modified by the Director General, in consultation with Council.

North America (Washington DC Office)
West Asia
West Europe

Representatives of the IUCN Secretariat shall also be appointed to the group.
The term of these appointments shall be four years in line with the IUCN quadrennial period between and including the World Conservation Congresses.

Objectives

As set out in the approved resolution the Objectives of the Global Group are to:

- a) foster cooperation, communication and collaboration;
- b) share knowledge, practice and experience;
- c) encourage and support the establishment and development of new National and Regional Committees;
- d) strengthen this community of the IUCN family in order for it to better engage with IUCN Commissions, the Secretariat and the Members; and
- f) improve the communication of Member activity in the implementation of the IUCN Global and Regional Programmes through encouragement and coordination.

Tasks and targets

To be determined by the Representative Members of the Global Group and to include the development of an intersessional workplan.

Modus operandi

Officers

The Global Group shall elect from the Representative Members above, individuals to serve as its Chair and Deputy Chair and it shall appoint a Secretary.

The Chair, or the Deputy Chair, shall preside over meetings of the Global Group, and have general responsibility for facilitating the implementation of decisions made.

The Chair shall be responsible for communications between the Global Group and the Director General of IUCN, or to the IUCN Secretariat official nominated by the Director General to be responsible for liaison with the Global Group, and shall convey the communications of the Director General of IUCN to the Representative Members of the Global Group.

The Secretary shall record written minutes of all the meetings of the Global Group, and shall transmit a copy of such minutes to all the Representative Members in the group, and to the Director General of IUCN.

Reporting

The Global Group shall provide regular reports of its activities to IUCN Council.

Administration

Meetings shall be quarterly and will take place online via Skype or equivalent conferencing facility.

An agenda shall be circulated in advance of each meeting.

The language of the online meeting shall be English. Best efforts will be made to ensure translation is available for the other two official IUCN languages (French and Spanish).

The Global Group shall, insofar as possible, assist the participation of its Members in any Global Group Meeting of IUCN Members.

Finance

A budget was included to accompany the original Motion. Some of the functions of the Global Group may be supported by the Union Development Group but funding for the biennial meetings will require external funding.



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.3.2.3

8th Meeting of the Governance and Constituency Committee

Adoption in 2nd reading of amendments to the Regulations regarding IUCN membership for indigenous peoples' organisations

Origin: Director General / Director Union Development Group

DRAFT COUNCIL DECISION

The IUCN Council,
On the recommendation of the Governance and Constituency Committee,
Adopts in 2nd reading the amendments to the Regulations consequential to the adoption by the 2016 Congress of the amendments to the Statutes enabling IUCN membership of indigenous peoples' organizations (IPO).

Background

1. Following the 2016 Congress adoption of amendments to the Statutes and the Rules of Procedure, and taking into account any comments or objections which IUCN Members may submit by 26 January 2017, the Council is invited to adopt, in 2nd reading, the consequential amendments to the Regulations which were approved by Council in 1st reading in April 2016 ([decision C/88/12](#)).
2. These amendments were communicated to the IUCN membership on 8 June 2016 together with an explanation of the rationale of the proposed amendments, for comments or objections by 8 August 2016 in conformity with Article 101 of the Statutes. The Secretariat did not receive any comments at that time.
3. In light of the fact that the 2016 Congress also amended the Statutes with regard to the procedure by which Council may amend the Regulations, the same communication was sent a second time to IUCN Members on 26 October 2016 for comments or objections by 26 January 2017.
4. A copy of the 2nd communication is attached herewith, together with a copy of the proposed amendments.

From: [IUCN - Members' Coordination Unit](#)
To: [DE WEVER Luc](#)
Subject: IUCN: Amendments to the IUCN Regulations regarding IUCN membership for indigenous peoples' organisations
Date: 26 October 2016 20:25:28

To: IUCN Members

CC: National and Regional Committees; IUCN Councillors; Director General; Regional Directors; Membership Focal Points; Union Development Group.

Amendments to the IUCN Regulations regarding IUCN membership for indigenous peoples' organisations

Dear IUCN Members,

IUCN Members are invited to submit their comments or objections, if any, regarding the proposed amendments, via email to membership@iucn.org by 26 January 2017 in any of the three official languages of IUCN (English, French, or Spanish).

With an overwhelming majority, the World Conservation Congress held in Hawai'i from 1 to 10 September 2016 adopted a series of amendments to the [IUCN Statutes and Rules of Procedure](#) enabling indigenous peoples' organisations to join IUCN as Members in the newly established membership Category C.

While elaborating the amendments to the Statutes and Rules in April 2016, the IUCN Council also approved, in 1st reading, a small number of amendments to the [IUCN Regulations](#) required to implement the amendments to the Statutes and Rules. Provided that the Congress created the new membership Category C for indigenous peoples' organisations, the amendments to the Regulations would be adopted in 2nd reading by the newly elected Council following the 2016 Congress.

All this has been explained in the [communication to all IUCN Members on 8 June 2016](#) inviting IUCN Members to transmit their comments, questions, or objections, if any, regarding the proposed amendments to the IUCN Regulations by 8 August 2016. A reminder was sent to IUCN Members on 2 August 2016. By doing so, the Council applied Articles 101 and 102 of the IUCN Statutes in the version existing at that time.

By the deadline of 8 August 2016, the Secretariat had received no comments, questions or objections regarding the proposed amendments to the IUCN Regulations.

In the meantime, the 2016 Congress also adopted amendments to Articles 101 to 103 of the IUCN Statutes to clarify the procedure for Council's adoption of amendments to the Regulations, specifying that "no amendment to the Regulations shall modify the character and objectives of IUCN, the nature and categories of the membership, and the admission criteria for Members as articulated in Articles 1 to 7 of the IUCN Statutes" and that Members shall be alerted to the proposed changes and be given three months to submit comments or objections.

The Council's proposed amendments to the IUCN Regulations introduce specific additional criteria for admission of indigenous peoples' organisations as IUCN Members, partly modeled on the criteria for National Non-Governmental Organisations (Regulation 5) without changing the criteria established in Article 7 of the Statutes.

Therefore, in light of the fact that:

[if {supportLists}]-->• the 2016 Congress adopted, without change, the Council's proposed amendments to the IUCN Statutes and Rules enabling indigenous peoples' organisations to apply for IUCN membership;

[if {supportLists}]-->• the consequential amendments proposed by Council in April 2016 and communicated to IUCN Members in June 2016, are primarily adjusting the IUCN Regulations to bring them in line with the IUCN Statutes and Rules, with the exception of the proposed new Regulation 5*bis* which complement the admission criteria of Article 7 of the IUCN Statutes without changing them; and

[if !supportLists]-->• these proposed amendments to the IUCN Regulations have already been communicated to IUCN Members prior to the 2016 Congress in accordance with Articles 101 and 102 of the IUCN Statutes (as applicable at that time) and did not generate any comment or objection;

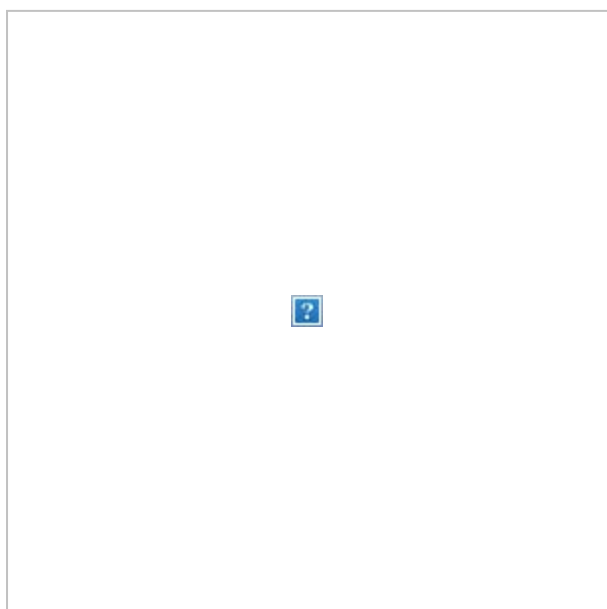
the proposed amendments to the IUCN Regulations will be added to the agenda, for adoption in 2nd reading, of the first ordinary meeting of the IUCN Council to be held in the beginning of February 2017.

However, in light of the modification of Articles 101 and 102 of the Statutes by the 2016 Congress, the Secretariat wishes to transmit once again the proposed amendments to the IUCN Regulations to all IUCN Members, inviting them to submit any comments or objections to membership@iucn.org by **26 January 2017**.

The proposed amendments to the IUCN Regulations, available on the [Union Portal](#) (and below), is exactly the same as the text adopted by the IUCN Council in April 2016 and communicated to IUCN Members in June 2016.

With our best regards,

Members' Coordination Unit



[Annex 12](#)

[Annexe 12](#)

[Anexo 12](#)

You are receiving this message because, according to our database, you are the IUCN focal point for your organization. Please let us know if this is incorrect and we will update our records accordingly.

Proposed amendments to the IUCN Regulations

Approved by the IUCN Council in first reading during its 88th Meeting, April 2016, decision C/88/12

Existing provisions of the Regulations	Amendments (with track changes) proposed by Council	Proposed new text as amended (all track changes 'accepted')
Part III - Members	Part III - Members Insert a new subtitle and provision as follows: <u>Indigenous Peoples' Organisations</u> <u>Regulation 5bis</u> <u>Any national or international indigenous peoples' organisation seeking admission as a Member shall, in addition to the requirements of the Statutes:</u> (i) <u>be a not-for-profit entity which conforms with the law of the State where its seat is located;</u> (ii) <u>have been in existence for at least three years;</u> (iii) <u>be autonomous in administration and governance; and</u> (iv) <u>have, as its primary constituency, indigenous peoples.</u>	Part III - Members <u>Indigenous Peoples' Organisations</u> Regulation 5bis Any national or international indigenous peoples' organisation seeking admission as a Member shall, in addition to the requirements of the Statutes: (i) be a not-for-profit entity which conforms with the law of the State where its seat is located; (ii) have been in existence for at least three years; (iii) be autonomous in administration and governance; and (iv) have, as its primary constituency, indigenous peoples.
<u>Admission Process</u> Regulation 7 Government agencies, national and international non-governmental organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The	<u>Admission Process</u> Regulation 7 Government agencies, national and international non-governmental organisations, <u>indigenous peoples' organisations</u> and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of	<u>Admission Process</u> Regulation 7 Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of

application shall be signed by the duly authorized head of the agency or organisation.	membership sought. The application shall be signed by the duly authorized head of the agency or organisation.	membership sought. The application shall be signed by the duly authorized head of the agency or organisation.
<u>Membership Dues</u>	<u>Membership Dues</u>	<u>Membership Dues</u>
[...]	[...]	[...]
Regulation 23	Regulation 23	Regulation 23
Dues for Members in Categories B and C shall be established by the World Congress on the proposal of the Council.	Dues for Members in Categories B, and C <u>and D</u> shall be established by the World Congress on the proposal of the Council.	Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council.
<u>Elections: President, Treasurer and Chairs of the Commissions</u>	<u>Elections: President, Treasurer and Chairs of the Commissions</u>	<u>Elections: President, Treasurer and Chairs of the Commissions</u>
Regulation 30	Regulation 30	Regulation 30
At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A and B shall be invited by the Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.	At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, and B <u>and C</u> shall be invited by the Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.	At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, B and C shall be invited by the Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.
Regulation 31	Regulation 31	Regulation 31

<p>The Council shall establish criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions. These shall be made available to Members in Categories A and B, and, in the case of Chairs of Commissions, to the Steering Committees of the Commissions.</p>	<p>The Council shall establish criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions. These shall be made available to Members in Categories A, and B, and <u>C</u>, and, in the case of Chairs of Commissions, to the Steering Committees of the Commissions.</p>	<p>The Council shall establish criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions. These shall be made available to Members in Categories A, B and C, and, in the case of Chairs of Commissions, to the Steering Committees of the Commissions.</p>
<p>Regulation 32</p> <p>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 two months prior to the opening of the session of the World Congress.</p>	<p>Regulation 32</p> <p>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 <u>and C</u>. 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 two months prior to the opening of the session of the World Congress.</p>	<p>Regulation 32</p> <p>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, B and C. 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 two months prior to the opening of the session of the World Congress.</p>
<p>Regulation 34</p> <p>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.</p>	<p>Regulation 34</p> <p>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 <u>and C</u>, 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.</p>	<p>Regulation 34</p> <p>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, B and C, 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.</p>



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.3.2.4

Revision of the Council Handbook

Background

1. At its 88th Meeting in April 2016, the IUCN Council approved “Enhanced practices and reforms of IUCN’s governance”. See [Council decision C/88/7, Annex 2](#) (pp. 22-34).

The Council decided to immediately implement some of these reforms that merely constitute enhanced business practice, at its 88th and following meetings. Other reforms required amendments to the Regulations, which Council adopted in 2016, or amendments to the Statutes, which were adopted by the 2016 Congress at the proposal of the Council.

Finally, the Council requested that the Council Handbook be modified by the end of 2016 in order to incorporate all the enhanced practices and reforms.

2. The Council Handbook was first approved by the IUCN Council in 2003 and modified several times. Its purpose was defined in Regulation 48*bis*. The last modification was made in 2011.

During the term 2012-16, the Governance and Constituency Committee discussed several times the need for a complete overhaul of the Council Handbook to bring it in line with the decisions and evolving practices of the Council. This did not materialize because of time constraints due to the governance reform process and the preparations for the 2016 Congress.

3. The revised version of the Council Handbook dated 23 January 2017 – attached herewith as **Annex 1** - has been prepared by the Secretary to Council and reviewed by the IUCN Legal Adviser and colleagues of the Secretariat.

The author applied the following principles during the revision:

- a. The Council Handbook must be precisely that: a “handbook”, a practical instrument guiding Council members in exercising their role in the most effective and efficient way, providing answers to frequently asked questions and recurring issues. Its size, style and format must not deter from reading or consulting it. The total number of pages including attachments has been reduced from 90 (the 2003 version) to 48. Abstraction made of attachments, the number of pages went down from 42 to 28.
- b. Contrary to the 2003 version, it has been avoided to include extensive narrative text based on (the then available) reference materials – which can be found in state-of-the-art literature about good governance.
- c. Instead, the guidance provided in this revised Council Handbook is almost entirely based on decisions and recent practice of the IUCN Council (mainly from the period 2008-16). The sources have been systematically referenced throughout the Handbook in the right hand column, with hyperlinks facilitating the access to the documents concerned. Most sources are available on public websites while for some links, Councillors must first login to the Union Portal.

- d. In a few places, the author has quoted sections of the 2003 version of the Council Handbook where he considered them still relevant.
- e. In section 4. hereafter, the author is asking guidance from the Council whether or not to maintain certain parts of the 2003 version of the Council Handbook, with or without modifications.

4. **The Secretary to Council is seeking guidance from the Council on the following issues:**

4.1 The Vice-Presidents acting as Ethics Committee could review / approve the sections related to ethical issues:

- a. the firewall between World Heritage Panel and Council (§35)
- b. a potential conflict of interest when signing projects for their organisations (§36)
- c. should the Ethics Committee determine the annual disclosure of interests form as the Code of Conduct requires (but has not yet been implemented)? (§37)
- d. should Council members sign the Code of Conduct at the February Council as required by the Code (disregarding the fact that they already signed on the nomination form their commitment to respect the Code)? (§41)

4.2 The Governance and Constituency Committee (GCC) could provide advice on the following questions:

- e. should Council maintain and ask Council members to sign the Performance Tool (as in the 2003 Handbook)? (**Annex 2 hereafter**)
- f. should Council maintain and ask Council members to deliver the 6-monthly activity report (Tool 4 of the 2003 Handbook) or instead use their Portal space, or any other comparable tool? (**Annex 3 hereafter**)
- g. should there be maintained a section about Council's self-evaluation with possibly a revised Self-Assessment Form contained as Tool 5 in the 2003 Handbook? (**Annex 4 hereafter**)

5. According to Regulation 48*bis* the Council may amend the Council Handbook from time to time.

When considering the revised version of the Council Handbook for approval, Council should take into account that, apart from some quotes from the 2003 version of the Handbook and the issues listed above in section 4. on which the Council's guidance is requested, everything in this Handbook is based on either Statutes, Rules and Regulations and Council's own decisions and practice of the last two terms.

It is, anyway, suggested here that the questions of section 4. above be addressed in the period until the next meeting of the Council before considering approval of the revised Handbook.



Council Handbook

January 2017

(Revision of the Council Handbook commissioned by the IUCN Council - decision C/88/7, April 2016. The Council Handbook was first issued in 2003 and modified in 2005, 2009 and 2011)

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1. Role and functions of the IUCN Council

In general

§1 A “component” of IUCN, the Council fulfils the role of what is commonly called the board or governing body in a corporate entity.

§2 The Council has the “*responsibility for the oversight and general control of all the affairs of IUCN subject to the authority, direction and policy of the World Conservation Congress*” (hereafter the “Congress”) which remains the highest organ of IUCN.

§3 The Council's main roles are to:

- *set strategic direction and policy guidance for the work of the Union;*
- *provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;*
- *fulfil its fiduciary responsibilities to the Members of the Union and render account to them on the achievement of the Union's objectives; and*
- *support the Director General in communicating IUCN objectives and policy, and IUCN Programme to the world community.*

§4 While the Council's main functions are defined in Article 46 of the Statutes, it has been assigned additional functions in more than 100 provisions of the Statutes, Rules and Regulations as well as in Resolutions, Recommendations and other decisions of the Congress. A list of all provisions of the Statutes, Rules and Regulations defining functions of the Council can be found in Council Decision C/88/7.

§5 Among the most important functions of Council are:

- **in its role to set strategic direction:**
 - give rulings on policy within the general policy of IUCN laid down by the Congress [Stat 46 (a)]
 - provide strategic direction in relation to the development of the draft IUCN Programme and approve the draft IUCN Programme for submission to Congress [Stat 46 (c)]
 - comment on the Financial Plan for the next intersessional period before its submission to Congress [Stat 88 (e)]
 - appoint the Director General [Stat 46 (k)]
- **in its oversight role:**
 - provide oversight and guidance on the performance of the components of the Union [Stat 37 (b) (ii)]
 - review the work of the Commissions [Stat 46 (f)]
 - receive from the recognized National and Regional Committees a report on their activities once a year [Reg 66 (d)]
 - evaluate the work of the Director General [Stat 46 (k)]
 - review regularly the implementation of the IUCN Programme [Stat 46 (e)]

Article 15 of the [IUCN Statutes](#) lists the “components” of IUCN. Hereafter, the provisions of the Statutes are referred to in an abbreviated way, e.g. Stat 15

[Stat 37](#)

[Stat 37](#)

The roles were defined by the 2012 Congress, Decision 24 ([Proceedings](#), p. 49) at the proposal of the Council. See [Congress document WCC-2012-9.4.1/2](#), in particular the “Explanatory Memorandum”

[Stat 46 \(r\)](#)

[Council Decision C/88/7](#) (April 2016), Annex 2, pp. 30-34

See in this regard the [Policy Overseer Procedure approved by Council C/74/17 \(June 2010\)](#)

The components of IUCN are ([Stat 15](#)):

1. Congress
2. Council
3. National and Regional Committees and Regional For a
4. Commissions
5. Secretariat

- approve the annual report of the Director General and the audited financial statements [Stat 46 (g)]
- **in its fiduciary role:**
 - approve the Work Plan and Budget for the following year [Stat 46 (e)]
 - report and propose motions to the IUCN Members and the Congress on any matter relating to the activities of IUCN [Stat 46 (d) and (p)]
 - schedule and convene the Congress [Stat 23] and make preparations for it including to determine qualifications required for candidates for election to Council [Reg 31] and nominating candidates for President, Treasurer and Commission Chairs [Stat 46 (l)]
 - admit new IUCN Members [Stat 46 (i)]
 - recognize National and Regional Committees [Stat 46 (h)]
 - amend the Regulations [Stat 101]

What Stat 46 (e) refers to as annual “programme” is in fact the annual work plan which Council approves every year

§6 Instead of repeating the long list of statutory provisions, the following section of the Council Handbook focuses on the decisions taken by the IUCN Council (2012-16) to enhance Council’s strategic direction and oversight roles.

See the [Report of the Council to the 2016 Congress](#) for an overview of the decisions of the Council 2012-16 pertaining to the governance of IUCN

§7 To empower the Council to focus on its strategic direction and oversight functions, the Council “delegated” a number of its 100+ functions to the Bureau and the standing committees of the Council. For more detail about the additional responsibilities of the Bureau and the standing committees of Council, see hereafter section 11 about the Bureau and section 12 about the standing committees.

See also “[Enhanced practices and reforms of IUCN’s governance](#)”, A3.2 and B3.2 (Council decision C/88/7, April 2016)

Actions taken by Council to strengthen its strategic direction and oversight roles

§8 As part of the “Enhanced practices and reforms of IUCN’s governance” approved by Council in April 2016 (Decision C/88/7) in response to the “[External Evaluation of Aspects of IUCN’s Governance](#)”, the Council took the following specific measures to enhance its strategic direction and oversight role:

Annex 2 to [Council Decision C/88/7](#) (April 2016)
[External Evaluation of Aspects of IUCN’s Governance](#) (Universalia, November 2015)

a. To enhance its **strategic direction**, the Council will:

- i. develop and approve strategic objectives and priorities for its work, to be adopted at the latest at the second (ordinary) meeting following the Congress, together with a 4-year work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis;
- ii. schedule once a year a dedicated strategic session (half a day) to scan the operating environment in which the Council finds itself and discuss strategic issues including the positioning of the Union and its long term viability. It will document actions to be taken as a result of these discussions and keep these actions under review;
- iii. maintain a strategic risk matrix enabling Council to fully

[Reg 44bis](#) ; [Council Decision C/88/7](#) (April 2016)
Hereafter, the provisions of the Regulations are referred to in an abbreviated way, e.g. [Reg 44bis](#)

[Council Decision C/88/7](#) (April 2016)

[Council Decision C/88/7](#)

address the range of strategic risks facing the Union including possible changes in the external and internal operating environments. The “strategic risk matrix” synthesising major risks is presented each year to Council by the Director General;

(April 2016)
The strategic risk matrix is different from the risk register which is described below in section b. viii.

- iv. set strategic priorities for the development of the draft IUCN Programme for the next quadrennium in consultation with the IUCN membership, beginning with a full ‘strategy session’ of the Council midway through the quadrennium. Ensure that Council’s Programme and Policy Committee engages early and plays a lead role in shaping the development of the quadrennial IUCN Programme. The Council ultimately approves the draft IUCN Programme for submission to Congress for adoption.

[Stat 46 \(c\) ; Council Decision C/88/7](#) (April 2016)

b. To enhance its **oversight**, the Council will:

- i. will use the comprehensive and coherent “Planning and Reporting Framework” approved by Council in April 2016 (**Annex 2 hereafter**). The Director General, and where appropriate the Commission Chairs, will develop and present to Council the planning and reporting tools that enable Council to fulfil its planning, monitoring and oversight functions;
- ii. through the Programme and Policy Committee (PPC), oversee implementation of the One Programme Charter policy including the use of a range of Programme delivery models and mechanisms to leverage capacities and resources of IUCN Members and Commissions and increase IUCN’s reach, influence, and impact in achieving the Programme results. In addition to reporting on the Secretariat’s responsibilities under the One Programme Charter, the annual report submitted by the Secretariat to Council will progressively include data on IUCN Members’ implementation of the One Programme Charter as Key Performance Indicators (KPI) and data collection systems are being developed and IUCN Members engaged over time in fulfilling their reporting requirements;
- iii. commission an external review of IUCN’s governance at least every four years, to be delivered in time to inform a Council ‘strategy session’ at mid-term. The Terms of Reference and scope of the external review shall be established by Council and include the review of the IUCN Commissions. The latter will have the purpose of ensuring the necessary renewal of existing Commissions and broader renewal of Commissions or other network mechanisms to meet the knowledge generation, expert and Programme delivery needs of the Union. This review will anyway have to be done well before the date fixed for filing nominations for Commission Chairs.

[Council Decision C/88/7](#) (April 2016) (Cf. in particular the table attached as Annex 4, pages 41-43, which follows hereafter as [Annex 2](#))

[Council Decision C/88/7](#), Annex 2, C3. (April 2016)

[Council Decision C/88/7](#), (April 2016) Annex 2, C4 and A4.7

See e.g. the evaluation carried out by Universalis in November 2015: [External Evaluation of Aspects of IUCN’s Governance](#)

The Management Response to the external reviews of IUCN’s governance shall be made by the Council with the understanding that with regard to the Commissions, the responsibility for the Management Response shall be shared between Council and the Director General. Provision for review should be included in the IUCN budget;

- iv. add its comments to the Management’s Response regarding any recommendations of the External Review that might address IUCN governance aspects. For this purpose, the Council will be informed of the Management Response to the External Review drawn up by the Director General. The External Review (to be distinct from the “External Review of IUCN’s governance”) focuses on IUCN Programme implementation and is commissioned by the Director General every four years for delivery towards the end of each quadrennium. The Director General will consult the Council and be advised on the draft Terms of Reference of the External Review taking into account the Director General’s responsibility for the implementation of the IUCN Programme as per Article 79 (b) of the Statutes and the Council’s role of approving and reviewing the IUCN Programme;
- v. improve Council’s oversight of the work of the Commissions through strengthened annual performance reporting by the Chairs to the Council on outputs, outcomes, impact and resources raised against the Commission’s work plan approved at the beginning of each term. This is to be integrated into the overall Union monitoring and reporting framework. Council will conduct once a year a session, with the Director General, to discuss the performance of the Commissions. While the Commissions, between sessions of the Congress, report to Council through the Commission Chairs, the Commission Chairs themselves report to the President and not the Council itself because they are members of the Council. This is further elaborated hereafter in section 7.
- vi. assess the performance of the Director General on an annual basis instead of biannually in accordance with the process described in section 6 of the present Council Handbook.
- vii. will receive from the Finance and Audit Committee (FAC) a report of the top 10-15 risks of the Risk Register with its assessment of their impact and probability. The “Risk Register” which the Head of Oversight submits to the FAC is distinct from the “strategic risk matrix” (described above).
- viii. clarify what the “Governance Compliance Inventory” approved in principle by Council in April 2016 should contain and who should present it to Council, taking into account the reports on legal liabilities which the Legal Adviser has been submitting to the FAC.

[Council Decision C/88/7](#), Annex 2, C4.1 (April 2016)

All external reviews are published on the [IUCN website](#). See e.g. the [External Review of IUCN 2015](#)

[Reg 78bis](#)

[Council Decision C/88/7](#), Annex 2, A4.5 (April 2016)

[Reg 78 \(c\)](#)

For the “strategic risk matrix”, see above section a. iii.

[Council Decision C/88/7](#), Annex 2, C9.1 (April 2016)

2. Composition of the Council

§9 The composition, terms of office and the procedure for filling vacancies are described in Articles 38 to 43 of the Statutes and Regulations 45, 45*bis* and 47. The nomination and election of candidates is governed by Regulations 30 to 40*ter* and Rules 74 to 81.

The membership of the IUCN Council 2016-20 with each Council member’s picture, biography and email address can be viewed on the [IUCN website](#).

These provisions are not repeated here. Instead, the following paragraphs describe additional guidance approved or applied in practice by Council on a number of issues.

Composition

§10 The amendments to the Statutes adopted by the 2012 Congress, applied for the first time during the elections at the 2016 Congress, increased the number of Regional Councillors from 24 to 28 and reduced the number of additional appointed Councillors from 5 to 1, thereby maintaining the total number of Council members at 38.

The 2012 statutory reforms also modified the distribution of the 28 Regional Councillor seats across the eight statutory regions in order to *“better reflect the concentration of high biodiversity, the size of human population and the distribution of IUCN Members in the IUCN regions, whilst taking account of cultural and social ties and political realities”*.

The additional appointed Councillor

§11 Prior to 2012, Council had the ability to “address any remaining imbalances” in the composition of the Council following the voting process at the Congress by appointing up to 5 additional Councillors. The 2012 reforms severely reduced this possibility. Not decisive which criteria to apply for the selection of candidates, the 2012-16 Council did not make an appointment.

Profile of Council members

§12 According to Regulation 31, the Council establishes criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions and makes them available to all IUCN Members at the opening of the nominations process. The Council approves the **“Profiles for the elected positions”** at least one year prior to the Congress. Although not formally required, the Council also approves a profile for Regional Councillors. The profiles are subsequently attached to the Director General’s “Call for nominations” issued to all IUCN Members in accordance with Regulations 30 and 37. The profiles describe in detail the role and responsibilities as well as the qualifications and other requirements for these positions.

§13 The **Call for nominations** for Regional Councillor candidates issued on 6 November 2015 asked IUCN Members, when making their nominations, to *“bear in mind the need for gender balance within the Council, and also for a reasonable balance between candidates from the governmental and non-governmental sectors”*. It further explained that in light of the Council’s role to set strategic direction and exercise oversight for the Union, *“nominees should be individuals able to contribute to providing strategic direction and to the discussion of specific policies, as well as to guiding the finances, Programme direction and membership development of the Union. While an understanding of conservation science is a valuable attribute in a Councillor, candidates should understand that equally important attributes are knowledge of conservation and broader social and economic policy, the running of large organizations, and the ability to*

A [list of Council members](#) (2016-20) as well as the [Council members’ contact details](#) (2016-20) can be downloaded from the Union Portal.

See 2012 Congress document [WCC-2012-9.4.1/8 Rev 1 CG Stat 38 \(f\) and 39](#)

See [Stat 39](#)

Quote from the 2003 version of the Council Handbook (p. 14)

[Reg 31](#)

See [C/85/8 Annex 3](#) (May 2015) for the profiles approved for the nomination of candidates for election at the 2016 Congress

[Call for nominations 6 November 2015](#)

substantially influence the policies and practice of conservation and ecologically sustainable development in their region. While each Council member is expected to take a global view of the role of the Union in achieving its mission, it is important that Regional Councillors are also able to bring perspectives from the regions to Council and to promote the work of IUCN in the regions.”

§14 With the purpose of providing the IUCN Members with real democratic choice and of demonstrating that elected Councillors have a global role in governing the affairs of the Union as opposed to representing regional interests, the Council requested in April 2016 that the next “Call for nominations” (for the elections at the 2020 Congress) provides guidance to IUCN Members encouraging them to nominate for each Region **at least one more candidate than the number of seats allocated** for the Region concerned in Article 39 of the Statutes.

[Council Decision C/88/7](#), Annex 2, A2. (April 2016)

§15 When discussing a “Strategy for Gender Mainstreaming at the 2016 Congress” during its 87th Meeting (October 2015), the Council modified the Terms of Reference of Council’s Nominations Committee including in its methodology for assessing candidates for President, Treasurer and Commission Chairs: “*gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications*”.

For the ToR of the Nominations Committee: see [C/87/14 Annex 9](#) (October 2015)

Ensuring the right qualifications, skills and knowledge in Council

§16 Among the gaps in qualifications, skills and knowledge in Council described in the [External Evaluation of Aspects of IUCN’s Governance](#) (November 2015), the Council identified “strategic communications, fundraising, finance, information technology, and reach and influence into international finance, business and economic sectors”.

[Council Decision C/88/7](#) Annex 2, point A1.1 (April 2016)

§17 As part of the “Enhanced practices and reforms of IUCN’s governance”, the Council resolved to address this issue in the following three ways:

[Council Decision C/88/7](#) Annex 2, points A1.2 to A1.4 (April 2016)

- i. Strengthen the qualifications of Councillors to be elected by the next Congress through:
 - early notice to the IUCN Members of the qualifications, skills and knowledge required for the next election
 - stronger list of qualifications in the call for nominations for all Council positions including filling gaps needed by Council.
- ii. Use the possibility to include external individuals in Council committees, working groups and task forces in order to bring in needed skills and knowledge as provided for in Regulations 59 and 60 and the possibility to invite these individuals to participate as observers with the right to speak in the Council plenary.
- iii. Strengthen capacities and knowledge of IUCN for newly elected Council members including through:
 - more substantive learning opportunities about the roles, responsibilities and processes of Council at opening Council retreat;
 - mentoring of new Councillors by 2nd term Councillors.

Filling vacancies in Council

§18 Article 43 of the Statutes provides that Council may fill any vacancies for the President, Treasurer, Councillors and Chairs of Commissions that may occur, for the balance of the term concerned. With exception of the case of filling the vacancy in the Presidency of IUCN, for which the Regulations clearly state that it has to be filled from among the Vice-Presidents, there is no specific procedure for filling other vacancies. The only indication in the Regulations is that “Council shall follow, whenever possible, the procedures and conditions provided for in the Statutes for the election or appointment to the post in question”. For this reason, guidance has been developed over the years as follows.

§19 In May 2015, Council approved a standard procedure for filling a **vacancy of a Regional Councillor** as follows:

1. Council invites IUCN Members of the Region concerned to submit nominations;
2. Council’s Nominating Committee [i.e. the Vice-Presidents acting as Nominating Committee under Regulation 48 (c) (ii)] validates the nominations put forward by IUCN Members;
3. Council invites all eligible IUCN Members to elect one of the candidates by electronic vote.

§20 Council has also filled **vacancies of Commission Chairs** following the resignation of the incumbents which had been elected by the Congress. In 2015, in their procedural advice dated 8 July 2015, the Senior Governance Manager and the IUCN Legal Adviser explained to the Chair of the World Commission on Protected Areas that, in principle, Council needed to follow as much as possible the procedures of Regulations 30 and 30*bis* for the nomination of candidate Commission Chairs.

§21 In the case arising in 2015, however, as the vacancy had occurred close to the Director General’s “Call for nominations” in the context of the 2016 elections, it was considered unnecessarily confusing and cumbersome to run two nomination processes in parallel. Instead, the procedural advice was therefore that the Steering Committee of the Commission concerned was to make a recommendation to Council of one, or maximum two ‘prioritized’ candidates for Commission Chair, in the spirit of Regulation 30*bis* following a consultation with the membership of the Commission concerned. This was, in addition, consistent with the precedent of May 2006 when Council filled a vacancy on the basis of a recommendation from the Steering Committee of the Commission concerned.

§22 The situation in which a Commission Chair resigns must be distinguished from that in which the (appointed) Deputy Commission Chair acts in the place of the Chair whenever the latter is unable to act as the Chair, be it due to an absence or an incapacity of the Chair. In this case, the Council does not need to make an appointment.

[Stat 43 and Reg 47](#)

[Reg 47](#)

[Council decision C/85/27](#)
(May 2015)

C/65/27 (May 2006)
appointing a new Chair of
CEESP and [B/64/1](#)
[\(October 2015\)](#)
appointing a new Chair of
WCPA

Cf. [Council document C/87/5.4/1](#)

Reg 46. Cf. for example [Council decision taken by email on 27 April 2016](#) to adopt a “Process for the Council’s nomination of a new candidate Chair of CEC 2017-20”

3. Individual responsibilities of Council members

Statutory Responsibilities, Liability and Accountability

§23 Councillors have a “fundamental obligation to serve IUCN with **diligence and integrity**” (Article 59 of the Statutes). They must **disclose any potential conflict of interest** on matters under consideration by the Council and refrain from participating in the discussion and voting on these matters (Article 60 of the Statutes), and cannot vote on matters where they or their close relatives have any legal or financial interest (Article 61 of the Statutes). In addition, they **cannot receive any remuneration from IUCN** or any component of IUCN other than reimbursement for expenses incurred in the discharge of their duties [Article 63 of the Statutes and Regulation 48 (a)]. This is further elaborated in the Code of Conduct; see also hereafter §34.

[Stat 59-63](#)

§24 Members of Council **serve in a personal capacity**, not as representatives of their respective States or organizations (Article 62 of the Statutes). Council members may contribute a regional perspective but are expected to give precedence to the best interests of IUCN. Council has put its faith in the individual Council member’s capacity to serve well as a Council member, not as a representative acting under instruction. Without this distinction, the autonomy of Council would be lost and artificial divisions would arise.

§25 Council members should inform and obtain input and feedback from IUCN Members, National and Regional Committees, and Regional Fora on the provisional agendas for upcoming Council meetings and on their reporting the results of Council meetings to IUCN Members. The Councillors’ role is to provide explanations on the agenda, encouraging Members to provide input to global decision making and to promote Council decisions, through submission of comments to the Director General prior to meetings of Council.

[Code of Conduct for IUCN Council members](#), Part IV j. 8.

§26 Council members shall maintain an **effective relationship with the Director General** and, through him/her, the Secretariat staff in view of enabling them to work to the same purpose through clarity of and respect for the authority and responsibilities of Council and the Director General, respectively, and with the highest professional and ethical standards.

[Reg 48 \(b\)](#)

§27 Article 65 of the Statutes provides for the **suspension and expulsion of a Council member** if s/he “acts in a manner seriously inconsistent with that Council member’s duties”. Such action has to be taken by the Council by a two-thirds majority of the votes cast. If warranted, Council can also authorize legal action against an expelled Council member to recover any IUCN assets taken or damaged by that individual.

§28 A Council member’s position on Council may be declared vacant if that person is **absent from three consecutive meetings of Council** without having been given leave of absence, i.e. provided good justification approved by Council (Article 64 of the Statutes). Since Council’s approval of “Enhanced practices and reforms of IUCN’s

[Council Decision C/88/7](#), Annex 2, point A3.2 (April 2016). See also [Reg 57](#)

governance” (April 2016), this authority has been “delegated” to the Bureau. Note in this regard the longstanding practice, originating in a decision of the Council, to indicate in brackets in the Call for nominations the number of Council meetings which each Regional Councillor attended since the last session of the World Conservation Congress.

and the Rules of Procedure of the Bureau, paragraph 2 (Annex 1 hereafter)
See e.g. the [Call for nominations 6 November 2015](#)

§29 Councillors are protected against the **risk of legal liability** by the Statutes, which specify that “IUCN shall indemnify members of Council, to the extent permitted by law, against claims arising from the normal exercise of their functions” (Article 93 of the Statutes). A copy of the insurance policy is available upon request from the Secretary to Council.

Registre du Commerce

§30 In accordance with the Swiss Law of Associations, IUCN has been registered in the (cantonal) Registre du Commerce (the equivalent to “Company House” in the UK) and is required to update the registered information (ORC 27), including personal information of all Council members [ORC 24 a) and b)]. This information includes name, birth date, origin, postal address and copy of their passport.

ORC: Ordinance
“Registre du commerce”

CO: Code of Obligations

Modifications (updates) of the Registre du Commerce must be

- i) signed by a member of the Council authorised to sign [ORC 21; CO 931 a)] and
- ii) supported by evidence of a decision of Council or Congress, as appropriate (ORC 23).

This obligation finds its origin in Swiss Law and does not in any way modify the decision and signatory authorities established in IUCN's Statutes.

§31 For practical purposes, the Council has appointed, in addition to the President, the Treasurer and the Councillor from Switzerland as members of Council with the authority of the Council for any two of them to sign jointly on behalf of IUCN.

See e.g. [Council decision C/91/5](#)

Code of Conduct for IUCN Council members

§32 The duties of Council members are further defined, and explained with more detail, in the Code of Conduct as:

- Reasonable care
- Loyalty
- Respect
- Transparency
- Confidentiality.

[Code of Conduct for IUCN Council members](#)
approved by Council at its 68th Meeting (November 2007) and modified by the 73rd Meeting of Council (November 2009) and the 75th Meeting of Council (November 2010), attached hereafter as [Annex 3](#)

§33 Part IV of the Code of Conduct requires Council members to observe the highest standards of ethical conduct which it defines with much detail. Some of these standards of conduct which on occasion give rise to questions are highlighted hereafter.

§34 **Conflicts of interest.** Part IV b. of the Code of Conduct provides

a definition of conflict of interest. Whenever a Council member is in a conflict of interest situation as defined in the Code, that Council member is under an affirmative duty of disclosure to the Ethics Committee and shall refrain from participation and voting on those matters as already mentioned in §23. If the conflict is apparent or potential rather than actual, Council members should seek the advice of the Ethics Committee of Council about whether they should recuse themselves from the situation that is creating the appearance of or potential for conflict.

§35 An interesting case in this regard is paragraph 13 of the Terms of Reference (and related Code of Conduct) of the **IUCN World Heritage Panel**; *“In view of IUCN’s Statutes, and in particular the role of IUCN Council in the overall governance of the Union, members of IUCN Council may not represent IUCN in field evaluation missions, nor serve as members of the Panel”*. The “firewall” between the IUCN Council and IUCN’s World Heritage Panel is a result of IUCN being defined in the World Heritage Convention as the independent advisor directly to the Convention’s principal decision taking body, the World Heritage Committee, an elected intergovernmental body. Given that the accountability for IUCN’s advisory role on World Heritage is vested in the Director General, and delegated by her to the IUCN World Heritage Panel, it would also be inappropriate and present a perceived or real conflict of interest to see members of Council, which has the general oversight of IUCN, in a role on the IUCN World Heritage Panel of being accountable to the Director General.

§36 It is clear that Council members cannot receive **consultancy contracts** and be paid honoraria for IUCN project work, even if the Council member concerned signs the contract on behalf of her/his institution. Even if the Council member would not her/himself directly or indirectly receive IUCN funds under contracts concluded by her/him with IUCN on behalf of her/his institution, such a situation may affect or be perceived to affect the independence of the Council member.

§37 **Disclosure of interests.** Part IV a. requires each Council member to submit an annual disclosure form to the Chairperson of the Ethics Committee.

§38 **Consensus.** Once a final decision has been taken on a matter before Council, Council members have also a duty to support that decision.

§39 **Public statements.** According to Article 79 (e) of the Statutes, the Director General is the designated authority to issue statements in the name of IUCN. When making public statements verbally or in writing, Council members should therefore make it clear whether they are communicating in their personal capacity or on behalf of IUCN, and in the latter case, they should make it clear in what capacity and that authority has been received from the Director General to do so. Council members may not represent any organizations in addition to IUCN at the same time whilst making any public statement, except where IUCN and such other organizations have explicitly authorized such representation beforehand. Before Council members engage in making any public statements, including speaking to the media, Council

The [ToR of the IUCN World Heritage Panel](#) are public on the IUCN website as a requirement of the World Heritage Committee

The standard format for the annual disclosure not been determined by the Ethics Committee, this provision has not been implemented.

[Stat 79 \(e\)](#)

members need to ensure that they meet a number of criteria defined in the Code of Conduct, including to ascertain whether or not the matter is being dealt with in the Secretariat and obtain relevant information from the Director General who – as mentioned above - is the designated authority to issue statements in the name of IUCN (Article 79 (e) of the Statutes).

§40 **Adhere to the Code and signature.** As required by the Code of Conduct, a copy of the Code is attached to the nomination forms for any person seeking or accepting to stand for election or appointment to a position on Council. By signing a nomination to be elected or appointed as a Council member, such a candidate agrees to submit to the provisions in the Code of Conduct both during and, where relevant, after their term has expired (e.g. in relation to confidentiality, respect etc.).

§41 The Code also requires Council members to sign two original counterparts of the Code during the first full meeting of Council after the World Conservation Congress (with a special procedure for those absent from that meeting). In the event of a Council member failing to sign the Code, the individual concerned will be considered as having acted in a manner seriously inconsistent with that Council member's duties and the provisions in Article 65 of the Statutes shall apply.

The Ethics Committee of the IUCN Council

§42 Consistent with Regulation 48 (c) (iv) which provides that the Vice-Presidents 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 [...]", the **Vice-Presidents** will constitute the Ethics Committee. The Ethics Committee shall be responsible for consideration and administration of all matters relating to the Code of Conduct and for assisting the Council in implementing the provisions of Article 65 of the IUCN Statutes and all other statutory provisions relevant to the ethical conduct of Council members. Part V of the Code of Conduct contains detailed provisions for the implementation of the Code and includes an Annex defining a "Procedure for dealing with issues submitted to the Ethics Committee for consideration and decision".

§43 The Ethics Committee of Council can be contacted via the Secretary to Council who also acts as the Secretary to the Ethics Committee.

4. The President

§44 Although the Statutes say little about the position of the President compared with that of the Director General, the role of the President of IUCN is of particular importance to the effectiveness of both IUCN and Council. Presidents are often called upon to represent IUCN to the outside world in controversial issues, to open doors for the organization to high-level representatives of other bodies and governmental authorities, to present the case for conservation and IUCN at global

[Code of Conduct for IUCN Council members](#), Part V c.
See the [Call for nominations 6 November 2015](#) in particular the [nomination form](#) attached to the Call for nominations of Regional Councillor candidates

[Code of Conduct for IUCN Council members](#), Part V

[Code of Conduct for IUCN Council members](#), Annex 1

Based on [Council Handbook \(2003\)](#), p. 27

conferences, and to increase IUCN's visibility among non-conservationists by lending their credibility to the Union's cause. In view of the above mentioned Article 79 (e) which designates the Director General as the person authorized to make statements on behalf of IUCN, it is important that the President coordinates with the Director General and the Secretariat prior to making public statements.

[Stat 79 \(e\)](#); see above §39

§45 The President may be nominated by Council or by IUCN Members for election by the World Conservation Congress. However, Council is expected to set out criteria for the qualities required in a President. The requirement in Article 42 of the Statutes, limiting Council members to two consecutive terms in any office, applies to the President as well. The Regulations provide that in the case of a vacancy in the Presidency, Council will fill the position from among the Vice-Presidents.

[Stat 27](#); [Reg 30-35](#)

[Reg 31](#)

[Reg 47](#)

§46 The President may convene a meeting of the Council whenever necessary, even during the Congress, and shall do so if requested by one-third of the members of the Council. The President usually chairs the Congress and Council meetings, and presides over the Bureau. The same rules regarding commitment and performance that govern individual Councillors also apply to the President.

[Stat 51](#); [Reg 50](#)

[Stat 26, 52](#); [Reg 57 \(a\)](#)

§47 The President plays a major role in setting up the Bureau and Council Committees. As part of the Council approved "Enhanced practices and reforms of IUCN's governance", the Council confirmed that, as was practiced at the first ordinary Council meeting of the 2013-16 term, the four Vice-Presidents, the Chairs of the standing committees of the Council and the two Regional Councillors members of the Bureau may be appointed by consensus decision of the Council on the proposal of the President following consultation with Council members. This has been considered the best way to try to build consensus in the Council and thereby strengthen the credibility of and trust in the bodies that Council will establish to assist it to fulfil its mandate. In this regard, making the comparison with a parliament receiving the prime minister's proposal for the cabinet, the IUCN President should have the possibility to consult and build consensus, and only call for a vote or an election if consensus does not appear to be possible. It is also a good way to ensure an appropriate geographical and gender distribution in the Bureau (required by Article 46 (j) of the Statutes) and the appointment of individuals with the necessary qualifications, commitment and availability to properly exercise the duties inherent in these functions.

[Council decision C/88/7](#), pp. 22-23 point A3.1 (April 2016)

This new practice has been codified in the Rules of Procedure of the Bureau, paragraph 4 (Annex 1 hereafter)

For the practice in 2013-16, see the [summary minutes of the 81st Council meeting \(January 2013\)](#)

§48 But perhaps the most critical demand on the President is to develop a positive working relationship with the Director General, who should be able to feel confident enough to bring issues to the President for advice and counsel. Both the President and the Director General should view their mutual relationship as a partnership, and see their mutual effectiveness as linked to the quality of their working relationship.

[Reg 48 \(b\)](#)

§49 The President's prime duty is to be an effective Chair of Council and show leadership in the Council's discharge of its Statutory functions. Just as the Director General is responsible for the effective

management of IUCN operations and programmes, the President is responsible for the productivity and conduct of Council. The President establishes a model for Council's relationship with the Director General and Secretariat staff, and encourages productive and respectful relationships among Council members. The President helps to focus the Council's attention on the policy and governance needs of the Union by shaping appropriate agendas for Council meetings, ensuring that Council members have the information they need to fulfil their oversight responsibilities, and conducting Council meetings and discussions in a way that leads to constructive decision-making and planning.

§50 Given the international nature of IUCN's work and the logistical challenges of bringing together Council members from distant locations for meetings, the President should review carefully the leadership and effectiveness of Standing Committees, and how information is communicated between meetings of Council. It is particularly difficult to balance the demands of efficient decision-making with the desire to involve the full Council in this function. The President should ensure that appointments to committees and task forces within Council are made as democratically and transparently as possible, taking also into account the expertise required for the specific tasks. The President should take the lead in defining the process for the review of the Director General's performance and making clear the parameters of the evaluation. In 2016, the Council amended the Regulations to specify that the President and Vice-Presidents comprise the evaluation committee of the Director General.

[Reg 48 \(c\) \(v\)](#)
[Council decision C/88/7](#),
Annex 2, C5 (April 2016)

§51 Within the Union, the President participates on committees, works closely with the Secretariat, and consults as appropriate on Union-wide initiatives. Since the President also plays an important role as an ambassador and representative of IUCN in building relationships with Members as well as with governmental and private sector organizations of importance to IUCN, the President's activities can be particularly significant in relation to programme development and resource mobilization.

§52 Official correspondence for the IUCN President should be addressed to president@iucn.org. The mailbox is managed by the Senior Governance Manager (Secretary to Council) and the Governance Assistant who coordinate the Secretariat support to the IUCN President.

See also the IUCN President's page on the [IUCN website](#).

§53 Personal correspondence for the President should be addressed to her/his private email address.

5. The Vice-Presidents

§54 The Council elects or appoints from among its members, up to four Vice-Presidents, chosen with due regard to geographical distribution and gender balance.

[Stat 46 \(j\); Reg 45 \(c\)](#)

§55 Their role as defined in the Statutes and Regulations is as

[Stat 51-52; Reg 48 \(c\)](#),

follows:

- Chair the Council and the sittings of the Members' Assembly at the request of the IUCN President or in her/his absence;
- Support the President with advice and assistance on matters related to Council (transparency and accountability of Council, the management of Council including facilitation of resolution of conflicts between Councillors and of questions of ethics, any other duties as may be assigned to them);
- Assume membership of the Bureau of the Council (two Vice Presidents for the first two years of the term, followed by the other two Vice Presidents for the remaining two years of the term);
- Be member of the Congress Steering Committee;
- Act as Ethics Committee of Council;
- Act as the Nominating Committee for the election of the Bureau, the committees of Council and the appointment of the additional Councillor;
- Together with the President, constitute the evaluation committee of the Director General.

[50](#)

See also the [Profile of Vice-President](#) attached as Annex 4 to the President's letter to Council of 11 December 2012

6. The Director General

§56 **Role and functions.** The Director General is the chief executive of IUCN and the head of the IUCN Secretariat, as well as the head of the secretariat for the Congress. Her/his functions and duties are defined in the Statutes and the Regulations.

[Stat 78](#)
[Stat 79-84 and 88; Reg 88-90](#)

§57 The position of Director General, priorities and core competencies (Terms of Reference) are described in the "Vacancy Announcement Director General" approved by Council in November 2013, Annex 2, pp. 25-28.

[ToR of the DG](#), p. 24 approved by email ballot of the Council, 4 November 2013

§58 **The Director General and the Council.** The Director General shall be subject to the authority of the Council. The Director General or her/his representative is entitled to attend and speak at meetings of the Council and any subsidiary body established by the Council without the right to vote.

[Stat 78](#)

[Stat 80](#)

§59 As the chief executive of IUCN, the Director General presents proposals on management and is expected to give Council the information essential to deliberations as well as to enlighten its members about the operations of IUCN and provide a link between Council and Secretariat staff. In this role, the Director General may be supported by other senior staff from the Secretariat. The Director General plays a significant role in contributing to the effectiveness of Council. He or she has access to information of value to Council deliberations and is responsible for providing such information to Council on a timely basis. Between Council meetings, the Director General also facilitates communications between management and Council, and assists Council committees in the performance of their functions. In this respect, a positive relationship with the President can

play a significant part in the Director General's effectiveness.

§60 The Director General submits annual **work plans and budgets, and reports**, to Council in accordance with the **Strategic Planning and Reporting Framework** approved by Council. The Director General submits the (corporate) annual report for approval to the Council as well as the audited financial statements. In addition, the Director General presents to each meeting of the Council a verbal report on the accomplishment of her/his functions since the previous Council meeting. Since 2012, the Director General has also issued monthly activity reports for all Secretariat staff and Council.

§61 **Director General's performance evaluation.** In April 2016, the Council modified the procedure for the Director General's evaluation approved in 2011 included in the Council Handbook to specify that Council establishes performance objectives and the President and Vice-Presidents assess the performance on an annual basis instead of biannually, and for the results to be reported to Council annually in a closed meeting.

§62 The procedure henceforth reads as follows:

1. The Council approves annual performance objectives for the Director General. The procedure approved in 2011 specified that the objectives be formulated along 5 core areas of performance in keeping with the One Programme Charter (promoting synergies among all strands of the Union):
 - Strategic Leadership in conservation
 - Fundraising and Financial Management
 - Operational and Change Management
 - Programme Management
 - External Liaison and Public Image
2. The President and Vice-Presidents who together form the evaluation committee of the Director General, assess the performance on an annual basis.
3. The President reports the results annually to Council in a closed meeting. The procedure approved in 2011 specified that the evaluation be based on:
 - the objectives approved by Council
 - the Director General's self-assessment
 - the results from an electronic 360° feedback questionnaire.

§63 **Recruitment of a Director General.** In the absence of detailed provisions in rules and procedures, this section lists the steps which have been taken in the most recent selection processes:

- the Council or its Bureau decide to establish a Search Committee for the selection of the IUCN Director General
- the Council or the Bureau appoint the members of the Search Committee for the IUCN Director General
- Council approves the Terms of Reference of the Search Committee for the IUCN Director General, the Terms of Reference of the IUCN Director General (or the vacancy announcement), the process and

Annex 2 hereafter. See also p. 4, section b. i.

[Stat 46 \(g\) and 83](#)

[Council decision C/88/7](#), Annex 2, C6. (April 2016)

Council decision C/76/5 (May 2011) had modified the procedure described in the Council Handbook (2003)

See e.g. [C/88/28 \(Annex 21\)](#) (April 2016) for the Director General's Objectives 2016

[Reg 48 \(c\) \(v\)](#)

See e.g. Bureau decision [B/60/5 of 17 June 2013](#), Annex 1

Cf. the [Bureau decision of 26 August 2013](#) adopted by email exchange establishing the Search Committee (consisting of the President, the 4 Vice-Presidents, 1 Commission Chair and 1 Council member with a legal background)

Cf. decisions approved

timeline, and the cost estimate or budget of the recruitment process

- the Council appoints the Director General.

by email ballot of the Council on 4 November 2013:

1. [ToR of the Search Committee](#), pp. 25-26
2. [ToR of the DG](#), p. 24
3. [Process and timeline for the recruitment of a new Director General](#)
4. [Estimated cost of the recruitment of the DG](#)

Cf. [Council decision of 27 August 2014 \(by email exchange\) appointing the Director General](#), p. 33

7. The Commission Chairs

§64 This section focuses on specific responsibilities of the Commission Chairs as members of the Council and does not repeat the provisions of the Statutes and Regulations regarding the Chairs' authority and responsibilities as chairs of the Commissions.

§65 Since April 2016, the Regulations make it very clear that between sessions of the Congress the Commissions are accountable and report to the Council through the Commission Chairs while the Commission Chairs are accountable and report to the President and not the Council itself because Commission Chairs are full voting members of the Council.

[Reg 78 and 78bis](#)

§66 New Regulation 78bis enhancing **Council's oversight of the work of the Commissions** through strengthened annual performance reporting, and an annual session of the Council to discuss the performance of the Commissions, has been mentioned above in the section "Strengthening Council's strategic direction and oversight roles".

See section b. v. on p. 4

§67 The President, in the presence of the Director General, shall undertake an **annual appraisal of the performance of each Commission Chair** in relation to the annual work plan and the mandate of that Commission. The process used to be agreed between the President and the Chairs at the beginning of each term. During the term 2009-12 and again in 2013-16, the performance appraisal comprised 360° anonymous feedback carried out at mid-term by the Global Human Resources Group with the help of an electronic tool. In the year preceding and that following the feedback questionnaire, the President, Director General and the Chairs held a group meeting to discuss issues and take measures to improve the functioning of the Commissions.

[Reg 78 \(c\)](#)

§68 **Potential conflict of interest.** Commission Chairs are members of the Council. To avoid possible conflicts of interest, Regulation 78 (b) was amended in April 2016 in order to require each Commission Chair to recuse her/himself from the Council discussion and decision/vote concerning their respective Commission's Operation Fund. In other words, once each Chair has presented her/his proposals for her/his

[Reg 78 \(b\)](#)

Commission's draft Commission Operation Fund, they refrain from intervening in the discussion. When the discussion is concluded, the President will invite them to respond to the comments made, following which the President will invite the Council to take a decision. The Chairs of the Commissions will recuse themselves from voting.

§69 The same protocol applies to the discussion and approval of the draft Commission mandates to be proposed by Council to Congress.

§70 Note that Regulation 78 (b) is written in the singular form when describing the protocol for the approval of the Commission Operation Fund and in the plural form when doing so for the Commission mandates. It means that a Chair may intervene in the discussion about the Operation Fund of another Commission than her/his own, while none of the Chairs may intervene in the discussion of any of the draft mandates of the Commissions.

§71 **Deputy Commission Chairs.** Deputy Commission Chairs are appointed by Council on the proposal of the Chair of each Commission and shall act in the place of the Chair whenever the latter is unable to act as the Chair.

§72 According to Article 44 of the Statutes, the Deputy Chairs of IUCN Commissions shall be entitled to participate in meetings of the IUCN Council and shall be entitled to vote in the place of the Chair of their Commission when that Chair is absent.

"Absent" has been applied in a restricted way, to mean: absent from the venue of the Council meeting, taking into account that a Commission Chair, as every other Council member, has only one vote; the Deputy Chair is not a member of the Council or a Council committee; and the Deputy Chair is only authorized to act in the place of the Chair when the latter is unable to act. If present at a Council meeting together with her/his Commission Chair, the Deputy Chair may observe the meeting of the Council or the Council committees, and her/his travel and accommodation costs will have to be borne by the respective Commission Operation Fund.

Cf. the [summary minutes of the 88th Council meeting](#), p. 8

[Stat 46 \(m\) and Reg 46](#)

8. The Secretary to Council

§73 **Role and function.** In April 2016, the Council formalized in the Regulations the function of 'Secretary to Council', with the purpose of ensuring that:

- independent advice and support to the President and Council was available, in the sense that the Secretary should be able to work in confidence with the Council on matters on which the Council expects confidentiality;
- Council adhered to the provisions in the Statutes, Rules of Procedure of the Congress and Regulations related to Council and its subsidiary bodies.

[Reg 56bis](#)

§74 **Appointment.** Should the incumbent leave his or her position as Secretary to the Council, the Director General will appoint the Secretary

[Council decision C/88/7](#), paragraph 8 & Annex 2, B2.4. After clarifying that

to Council after consulting the Council and the President with regard to the proposed candidate.

§75 During the 88th Meeting of the Council (April 2016), the Director General explained that when the Secretariat delivers a service to Council, there will always be consultation with the Council. Such a service may at times include confidentiality. But the employment contract of the member of the Secretariat staff appointed to act as Secretary to Council including the salary level and the performance review will be made by the Secretariat. It was important to provide continuity and safeguard the position of Secretary from becoming “political”.

the Senior Governance Manager had the responsibility to service the Council, the Council approved the Director General's appointment of the incumbent of the position as Secretary to Council. Cf. also the [summary minutes of the 66th Bureau February 2016](#), p. 3 and the [summary minutes of the 88th Council meeting](#), p. 4

9. The IUCN Legal Adviser

§76 **Role and function.** The Legal Adviser provides the legal advice and services described in Regulation 85 to all components of IUCN and in particular to the World Congress, the Council and the Secretariat (Stat 85 and Reg 85). This advice covers governance matters (e.g. any matter related to IUCN's governing bodies and statutory documents) and corporate matters (e.g. any matters related to the conduct of the business of IUCN).

[Stat 46 \(o\), 85 and 86:](#)
[Reg 45 \(d\), 85-87](#)

§77 In addition, the Legal Adviser is in charge of monitoring and ensuring the accuracy of the electronic voting process (Reg 94f), both in the framework of the motions process and in inter-sessional votes of Members.

§78 **Appointment.** The IUCN Legal Adviser is appointed by Council at the recommendation of the Director General and for a term to run concurrently with its own, which means that the appointment of the Legal Adviser is on Council's agenda at the beginning of each term. In April 2016, the Council “delegated” this function to the Bureau. It has been a constant practice not to appoint a new Legal Adviser for each term but to confirm the appointment of the current incumbent in order to ensure continuity.

Cf. [Annex 1 hereafter](#)
(Appendix to the Rules of Procedure of the Bureau)

§79 **Legal Adviser and Council.** The Legal Adviser participates and has the right to speak at meetings of the Council and all its subsidiary bodies without the right to vote (Stat 86). S/he provides independent legal advice and opinions on all matters that may be referred to her/him by Council, its subsidiary bodies or members of the Secretariat for final review and/or advice. This includes the review of specific issues or documents and the interpretation of, and drafting of new provisions or amendments to the Statutes, Rules and Regulations.

10. Meetings of the Council

§80 **Rules of Procedure.** The rules of procedure of the Council are articulated in Articles 51 to 57 of the Statutes and Regulations 49 to 56. The following paragraphs highlight some of the procedures while describing how they have been applied in practice or how the Council

has decided to implement them.

§81 **Frequency of face-to-face meetings.** The Statutes prescribe that the Council must meet at least once a year (Article 51). The practice has been to meet twice each year with the Bureau and Council committees and task forces meeting intermittently, as required, by electronic means or telephone, or holding discussions and adopting decisions by electronic mail.

§82 **Venue.** In 2011, the Bureau decided at its 55th meeting “to explore opportunities to hold one Council meeting outside the IUCN Conservation Centre where dedicated funds to cover incremental costs have been secured, and there is a demonstrated opportunity to increase IUCN profile and influence and/or make a major contribution to advancing the conservation agenda”. Following financial commitments received from the hosts concerned, the Council met in New Delhi (India) in November 2011 and in Hainan (China) in October 2015. The Council also decided to convene in Sydney in November 2014 at the occasion of the World Parks Congress following Council approval of additional unbudgeted expenditure. It has also been the practice to hold short (half a day) meetings on the eve of the opening of the Congress and immediately following the closing of the Congress.

[B/55/4 \(15 February 2011\)](#)

[C/83/19 \(May 2014\)](#)

§83 **Format.** At the same 55th meeting, the Bureau also decided to “fix the period for face-to-face meetings of Council at 4 days, including Committee and Task Force meetings”. Since then, the practice has been to restrict the Council meetings to 3 days, including two days of plenary meetings and one day of standing committee meetings, preceded by one day for meetings of task forces and working groups (e.g. the Bureau, the Congress Preparatory Committee, the Nominations Committee, subgroups of the standing committees (e.g. the GCC subgroup on governance issues), the Private Sector Task Force).

[B/55/4 \(15 February 2011\)](#)

§84 As part of the “Enhanced practices and reforms of IUCN’s governance”, the Council advised that the mode of Council and subsidiary body meetings/work should go beyond the face-to-face meetings and involve more and improved means for online communication and meetings of smaller groups (with the cost-effectiveness properly analysed). Council should also apply a diverse range of meeting methods leading to strategic decision-making and adequately support the Chair (President, Vice-Presidents)

[Council decision C/88/7, Annex 2, B2.2 and B2.3 \(April 2016\)](#)

§85 **Agenda preparation** for each Council meeting starts with strategic guidance and priority setting by Council at the end of the previous meeting and subsequently involves the Chairs of the subsidiary bodies of the Council. The President and Director General finalize the draft agenda for Council approval. The agenda indicates (with a colour code) which items constitute strategic direction, oversight or fiduciary responsibility of Council.

[Council decision C/88/7, Annex 2, B2.1 \(April 2016\)](#)

§86 **Quorum.** The quorum is half of the members of the Council, whether present in person or by proxy. In other words, if the Council is composed of 37 members, 19 of them present at a meeting or represented by proxy, may take valid decisions. If the quorum is not

[Stat 54](#)

obtained, decisions must be validated by the full Council by email ballot.

§87 To prevent this from happening, Council members who are not able to participate in a Council meeting, or part of it, are encouraged to give a proxy to another Council member, as appropriate, with instructions of how to speak or vote on her/his behalf. To be valid, a proxy must be given to another Council member present at the meeting who will inform the Chair. In practice, proxies are given by email from the proxy giver to the proxy holder, at any time before or during the meeting, with copy to the Council Secretary who will inform the Chair. A Council member may only accept 2 proxies.

[Stat 57; Reg 56](#)

§88 **Decision making.** Although the Statutes provide that decisions shall be taken by a simple majority of the votes cast, in practice, most decisions are adopted by consensus, i.e. in the absence of objections, and a vote is taken only when, in the opinion of the Chair, a consensus is not possible or upon request of Council members. Until 2009, at the beginning of each meeting, the Council used to adopt “Council’s Rules for Motions” which required that any motion or amendments to motions be “moved” and “seconded” before being discussed, and motions be subsequently put to the vote. In 2009, the rules for motions were included in the Council Handbook as Annex II thereby discontinuing the practice of adopting them at every meeting.

[Stat 55 and 56; Reg 55](#)

[Reg 53](#)

Council decision C/72/2
(February 2009)
[Council Handbook \(2003\)](#), Annex II

§89 However, since that time, the consensus decision has in practice replaced the majority vote for most of the decisions taken during physical meetings of the Council. After ensuring that all views have been heard during the discussion, the Chair of Council asks whether there is any objection against approving the draft decision presented in the Council document and/or projected on a screen, or read out loud by the Chair or the proposing Council member. At the latest at that time, amendments that haven’t yet been proposed during the discussion must be tabled. Should there be no consensus or at the request of members of the Council, the Chair will call for a vote. Usually, votes are taken by show of hands unless there is a request for a vote by roll call or a vote by secret ballot.

§90 The decisions of the Council are published on the IUCN website in the version they were approved during the meeting, together with their translation into the two other official IUCN languages as soon as they are ready, but at the latest 6 weeks following the end of the meeting as required by the Transparency Policy.

[IUCN website](#)

§91 The summary minutes of the Council and the decisions of Council/Bureau meetings will record the individual voting results whenever a vote by roll call is required for a decision or when a member of the Council or the Bureau requests their vote to be recorded.

[The Council’s Policy on Transparency](#), paragraph 5.

§92 **Closed meetings.** The President or Council may decide to meet behind closed doors. Typical examples are the closed meeting of the Council during the last ordinary meeting of the term in order to select the candidates which the Council wishes to nominate to Congress for election as President, Treasurer and Commission Chairs, and the

[Stat 58](#)

closed meeting to discuss the performance appraisal of the Director General. Closed meetings have remained exceptional. Note also the practice of Council meeting for dinner with the Director General, with no one else present.

§93 **Languages.** The official languages of IUCN are English, French and Spanish. In practice, simultaneous interpretation is provided during the plenary sessions of the face-to-face meetings of the Council but not for meetings, be they face-to-face or virtual, of the Council committees, working groups or task forces. The latter are usually conducted in English. Upon request, members of the Secretariat staff will offer language assistance to Council members. Council documents are provided in English only.

[Stat 100: Reg 53](#)

§94 **Documents.** The Secretary to Council coordinates the Secretariat's preparation of Council documents required for the (face-to-face and virtual) meetings of the Council, the Bureau and the Council committees. They are made available to all Council members and Deputy Commission Chairs via the Council section of the Union Portal. Email notifications are sent when important new documents have been posted in the Portal. Concerned to reduce the printing cost and ecological footprint of the Council meetings, and to speed up communication and facilitate access to the most recent version of the documents, no hard copy has been distributed since 2012.

§95 **Summary minutes.** The Secretary to Council prepares the summary minutes and distributes them for comments and approval in accordance with Regulation 52. "Summary minutes" contain summaries of presentations and discussions and do not record verbatim the interventions made during the meeting. Council members may submit revised wording for the parts of the summary minutes reflecting the presentations or discussions or send the verbatim text of their intervention. Revisions to the text of decisions is not permitted at this stage because the summary minutes quote the decisions with the wording as approved during the meeting. To modify the wording of a decision would mean to re-open discussion of the agenda item concerned, which requires Council approval.

[Reg 52](#)

§96 **Observers.** Although Regulation 49 provides that (only) international organizations with which IUCN has formal working relations may attend the meetings of the Council as observers with the right to speak, the Council does not in practice invite observers. As part of the governance reforms approved in April 2016, Council resolved to use the possibility of including external individuals in Council committees, working groups and task forces in order to bring in needed skills and knowledge and to use the possibility to invite these individuals to participate as observers with the right to speak in the Council plenary. Council also "delegated" this function to the Bureau.

[Council Decision C/88/7](#),
Annex 2, point A1.3.

Cf. Annex 1 hereafter
(Rules of Procedure of
the Bureau, Appendix)

§97 It must be noted that the President and Council have systematically pushed back requests from IUCN Members to observe the meetings of the Council not only because Regulation 49 restricts observers to international organizations, but more so because on the rare occasions such requests were received the Council wished to protect its independence and avoid pressure or undue influence.

Consulted by the President about such a request from a State member candidate host for the next Congress, the Bureau advised in 2009 that “it was neither necessary or appropriate for candidate host country representatives to be in or around the IUCN headquarters before or during the time that we are considering the issue of the venue for the Congress”. The same practice was followed in 2013 when Council selected the venue for the 2016 Congress.

§98 **Virtual meetings of the Council.** Although unusual, the Council has met twice by telephone or Skype for Business during the term 2012-16, in both cases to adopt amendments to the Regulations in 2nd reading. The rules of procedure apply *mutatis mutandis* to virtual meetings of the Council in the same way as the Bureau’s rules of procedure do for the Bureau’s virtual meetings. Virtual meetings of the Council are considered as periodic meetings of the Council [in the sense of Article 101 (c)] and numbered accordingly.

§99 **Decisions adopted via electronic communication.** Article 95 of the Statutes allows the Council to approve decisions by email. This has happened occasionally when e.g. the question is urgent (the decision can be adopted after 7 days; no validation as for Bureau decisions is required) and relatively straightforward in the sense that no discussion is necessary and the draft decision is not likely to be amended. The rules of procedure apply *mutatis mutandis* to the approval of decisions via electronic communication in the same way as the Bureau’s rules of procedure do for the Bureau’s decisions approved via electronic communication.

§100 **Cost of Council meetings.** The annual budget approved by Council covers the direct cost of two face-to-face meetings each year. The average direct cost of one Council meeting held at the headquarters in Gland is CHF 110,000 of which 34% is spent on travel and 22% on accommodation for 37 Council members including Commission Chairs, 14% for all meals and 17% on simultaneous interpretation (reference base is the cost estimate for the 92nd Council meeting, February 2017). With the exception of the Secretary to Council and the Governance Assistant, the annual budget of the Governance Unit does not account for the working hours of numerous members of the Secretariat staff contributing to the preparation of the Council documents and attending the face-to-face and/or virtual meetings of the Council, the Bureau, Council committees, working groups and task forces.

§101 With the purpose of enabling the Council to determine the support it requires and ensure its independence, it was decided in April 2016 that “a Council budget line shall be established in the IUCN budget and Terms of Reference and criteria for use developed, with the budget to be decided annually.”

§102 **Reimbursement of Councillors’ travel expenses.** The “[Policy on the Reimbursement of Travel Expenses to IUCN Councillors](#)” approved by the 41st Council Meeting (May 1995) and revised by the 57th Council Meeting (December 2002) still applies.

§103 Key elements of the Policy are as follows:

Cf. Annex 1 hereafter (Rules of Procedure of the Bureau, paragraphs 10 to 13)

Cf. decisions of the [86th](#) and [89th](#) meetings of the Council

Decisions approved by Council and Bureau 2016-20 via electronic communication are published on the [IUCN website](#) incl. for the period [2012-16](#).

Cf. Annex 1 hereafter (Rules of Procedure of the Bureau, paragraph 15)

[Council Decision C/88/7](#), Annex 2, point D2. (April 2016)

[Policy on the Reimbursement of Travel Expenses to IUCN Councillors](#)

- Council members are encouraged to seek full coverage or a contribution towards their cost from sources other than IUCN;
- reimbursement of expenses related to attendance at meetings of the Council, the Bureau and Congress is restricted to the expenses defined by the Policy and covered by the annual budget;
- **travel expenses and subsistence costs** are governed by the rules applied to the Secretariat staff;
- IUCN pays the cost of air travel in economy class from the Council member's residence to the venue of the meeting;
- when meals are provided, the per diem rate is adjusted accordingly;
- additional days spent at the venue of the meeting before and/or after the meeting for purposes other than IUCN business are at the charge of the Council member;
- **health and accident insurance and insurance of personal belongings** are the personal responsibility of each Councillor.

For arrangements agreed with Hogg Robinson Group for the purchase of Councillors' flight tickets, see the [INFORMATION NOTE of 20 October 2016](#)

11. The Bureau of Council

Authority of the Bureau

§104 The Council shall establish a Bureau which shall act on behalf, and under the authority of the Council between meetings of the Council.

[Stat 49](#)

§105 This statutory provision means that, while Council may delegate responsibilities to the Bureau, the Council must not renounce its authority to review the decisions taken by the Bureau. The Council does so by validating the Bureau decisions through a no-objection procedure conducted by email exchange. However, in order to extend the range of matters on which to entitle the Bureau to act upon with the purpose of enabling the Council to effectively exercise its strategic direction and oversight role, the Council amended Regulation 57 by establishing, as part of the Rules of Procedure of the Bureau, a list of specific matters on which the Bureau may decide directly. The Council may review and modify the list of "delegated matters" as and when necessary, in function of its experience with the delegation of responsibilities to the Bureau and the necessities of the time, and without having to go through the procedure for amending Regulation 57 in accordance with Articles 101-102 of the Statutes.

The procedure to validate Bureau decisions by a no-objection procedure is described in Reg 58.

Cf. [Management Response to the External Evaluation of Aspects of IUCN's Governance](#) (p.4)

[Council Decision C/88/7](#)
Cf. Annex 1 hereafter (Rules of Procedure of the Bureau)

§106 According to Regulation 57, the Bureau may also act on behalf of Council on any matters that Council may assign to it from time to time, usually by way of a Council decision ("requesting the Bureau to etc."), and any matters that may arise under Article 46 (b) to (q) of the Statutes. In other words, the Bureau may take a decision on any of the functions of the Council listed in Article 46 (b) to (q) of the Statutes at its own initiative, without first asking or receiving a mandate from the Council. All Bureau decisions must, however, be validated by the Council through a no-objection procedure.

The Rules of Procedure of the Bureau

§107 The Rules of Procedure of the Bureau define in more detail the mandate and composition of the Bureau, and its mode of operation. (Annex 1 hereafter)

§108 The Secretary to Council also acts as the Secretary of the Bureau. Official correspondence to the Bureau should be addressed to president@iucn.org.

12. Committees, working groups and task forces

§109 **Nomenclature of Council subsidiaries.** As part of the “Enhanced practice and reforms of IUCN’s governance”, the Council amended Regulation 59 to clarify the nomenclature of the subsidiary bodies which Council may establish according to Article 50 of the Statutes:

- i) standing committees formed by Council are called **committees**. The Statutes provide that they need to include at least, but not be limited to the Programme and Policy Committee, the Finance and Audit Committee and the Governance and Constituency Committee;
- ii) limited-life bodies formed by Council are **working groups** and submit their report with draft decisions for approval by the Council or the Bureau;
- iii) limited life bodies formed by a Council Committee are **task forces** and submit their report with draft decisions for approval by the Committee.

§110 The membership of the committees, working groups and task forces may be drawn from both within IUCN and outside IUCN in accordance with Regulations 59 and 60. As mentioned above in the section “Ensuring the right qualifications, skills and knowledge in Council”, Council is encouraged to use the possibility to include external individuals in Council committees, working groups and task forces in order to bring in needed skills and knowledge and the possibility to invite these individuals to participate as observers with the right to speak in the Council plenary. When giving effect to this, Council will need to consider the financial implications as the annual Budget would not normally cover such expenditure.

§111 Once established, working groups or task forces may alter their composition provided this has no adverse impact on the approved annual IUCN budget. However, the Council may only delegate authority to any committee or working group to act on its behalf for specific purposes, when the majority of the members of the committee or working group are members of the Council.

§112 **“Delegated functions” of the standing committees.** Council advised that the Terms of Reference of the committees be amended to assign and delegate specific functions for which the committees are given responsibility and may propose decisions. The Council also “delegated” functions to the Congress Preparatory Committee.

[Reg 59](#)

[Council Decision C/88/7](#),
Annex 2, B3.1 to B3.6

[Stat 50](#)

See above §15 on p. 7

These “delegated functions” are listed in Annex 2 (right hand column highlighted in green) of [Council Decision C/88/7](#), Annex 2 (April 2016). They are also included in the draft Terms of Reference of

§113 As with any delegated authority, the Council can always withdraw or modify that delegation.

§114 The **Programme and Policy Committee (PPC)** assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy. The **Finance and Audit Committee (FAC)** assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues. The **Governance and Constituency Committee (GCC)** assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

§115 In order to make the most effective use of Council members' time, the practice has been that each Councillor would be part of only one committee of Council throughout the term. The committee chairs are designated for the first half of the term and will be re-eligible at mid-term.

§116 **Reporting procedure.** With the purpose of enabling Council to use as much of its meeting time for its strategic direction and oversight functions, the standing committees of Council, and if necessary the working groups of Council, will meet on the first day of Council prior to the plenary sessions of Council.

§117 The recommendations and proposed decisions of the committees and working groups within their responsibilities will be circulated to Council members prior to the Council plenary sessions. This constitutes the written report of the committees to Council. The committees or working groups may specify issues that they wish to see debated by the full Council or the Bureau. They become the object of the verbal report of the committees to Council.

§118 Councillors or Bureau members will have until the close of business on the first plenary day of the Council meeting to express a desire to reopen the debate regarding any proposed decisions from the committees and working groups which the committees or working groups had not recommended to debate in the full Council. In all other cases, the Council will adopt the proposed decisions of the committees and working groups without debate.

§119 Committees and Working Groups may also hold meetings (either physically subject to the Council-approved budget or electronically) between meetings of Council. Recommendations and draft decisions resulting from these meetings shall be sent to Council or the Bureau (as appropriate) electronically for decision.

§120 The **terms of reference of the working groups and task forces** should be carefully reviewed by the Governance and Constituency Committee to ensure that the line between governance and management is not blurred.

§121 Council is to **review each working group and task force** with

the committees.

For the draft Terms of Reference of the three standing committees of the term 2016-20, see [Council documents C/92/4/1 to 3](#)

The written committee reports are either delivered in Word or PPT. The verbal report is usually delivered supported by PPT.

[Reg 59 \(d\)](#)

a view to reducing their number and incorporating as many of them within existing standing committees, also ensuring that those that are not incorporated into such a committee have a clearly limited duration related to the tasks that they need to fulfil. The terms of reference of working groups and task forces shall include a “sunset clause” specifying the duration of their mandate and requiring a specific decision of the Council or the relevant Council Committee to renew or extend their mandate.

§122 **Relationship with the Secretariat staff.** Just as committees (working groups or task forces) do not supplant Council, they do not take on day-to-day staff work. The Director General assigns appropriate staff members to support the work of each committee (working group or task force) or act as its secretary. Committee Chairs (and chairs of working groups or task forces) and Council members should not give directions or assign work to Secretariat staff unless that Staff member has been assigned by the Director General or his/her delegated Director to work with them.

Based on [Council Handbook \(2003\)](#), p. 27

13. The Union Portal’s section for Council

§123 To facilitate their access to information and Council documentation, the Council Secretary maintains a section for Council in the secured web based Union Portal. At the beginning of each term, Council members as well as the Deputy Commission Chairs receive their user ID and individual password enabling them to access the section for Council. Individual Council members’ access will be deactivated three months following the end of the Congress at which they have not been re-elected.

§124 A specific folder is established for the documentation of each Council and Bureau meeting, accessible to all Council members, the Deputy Commission Chairs and all IUCN Secretariat staff worldwide.

§125 Subsidiary bodies of the Council such as the Bureau, the standing committees of the Council (PPC, FAC and GCC) as well as working groups and task forces will each have a section in the Council pages only accessible to all Council members, the Director General, the Council Secretary, the Legal Adviser, the members of the Secretariat assigned to support the body concerned and to such other individuals (staff, external experts etc.) as may be determined by each body.

[Council section in Union Portal](#). Note: staff access only via the Secretariat tab on the Portal home page > (document icon) All IUCN Secretariat and Ramsar Staff > Documents tab > Programmes and Units > Headquarters > Union Development Group > IUCN Council

See [the meeting folders for the Council 2017-20](#).

[Access the sections for the Council's subsidiary bodies](#)

Annex 1

Rules of Procedure of the Bureau of the IUCN Council

Adopted by Council on .. (date) in accordance with Regulation 57 (e)

[Revision of the "Terms of Reference and Procedure for the Bureau of Council", approved by Council at its 73^d meeting in November 2009, Council (Handbook 2003, Annex IV) taking into account the decisions of the 88th Council meeting, April 2016]

Mandate of the Bureau

1. The Council shall establish a Bureau which shall act on behalf, and under the authority of the Council between meetings of the Council. (Article 49 of the Statutes)
2. As provided in Regulation 57, the Bureau shall act on behalf of Council on:
 - (a) any matters that Council may assign to it from time to time,
 - (b) those specific matters assigned to it by the Council as provided for in the list annexed hereafter which may be reviewed and modified from time to time by Council, and
 - (c) any matters that may arise under Article 46 (b) to (q) of the Statutes.
3. The primary purpose of the Bureau is to be an instrument for Council to ensure governance decisions are taken in the interest of the smooth functioning of the Union without having to wait for the next Council meeting. This may include urgent matters that require proper discussion and examination and can therefore not be adequately decided by mail ballot of Council, or matters of a more administrative or transactional kind in order to create more space on the agenda of the regular Council meetings enabling Council to effectively exercise its strategic direction and oversight roles.

Composition of the Bureau

4. The Bureau shall consist of the President as Chair, two Vice-Presidents, the Treasurer, one Commission Chair, two Regional Councillors, and the Chairs of the Programme and Policy Committee, the Finance and Audit Committee, and the Governance and Constituency Committee [Regulation 57 (a)]. The two Vice-Presidents and two Regional Councillors 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 and the two other Vice-Presidents. [Regulation (c)]

The Vice-Presidents, the Chairs of the standing committees of the Council and the Regional Councillors members of the Bureau may be appointed by consensus decision of the Council on the proposal of the President following consultation with Council members. (Council decision C/88/7) In the absence of consensus, a vote may be taken or elections may be held. The Council shall ensure adequate geographical and gender distribution in the Bureau. (Council decision C/73/15.3.a)

5. The Commission Chairs shall elect their representative to the Bureau at the beginning of the term of Council 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. [Regulation 57 (b)]

Convocation and preparation of meetings

6. The Bureau shall be convened by the President. The President shall also convene the Bureau at the request of at least one third of the members of the Bureau.

7. With the President's agreement, the Secretary to Council shall circulate a draft provisional agenda to the members of Council for their comments and eventual additions, at least two weeks in advance of the Bureau meeting unless urgent circumstances justify a shorter delay.

8. The provisional annotated agenda and Bureau documents shall be distributed to all Council members at the same time as their distribution to the Bureau. Any comments or proposals from members of Council who are not members of the Bureau related to the Bureau agenda and documents, will be shared with the members of Bureau provided they reach the President or the Secretary to Council before the beginning of the meeting.

9. As the case may be, standing committees of Council shall communicate their recommendations to the Bureau, if possible one week in advance of the Bureau meeting.

Meetings of the Bureau

10. Meetings of the Bureau will normally be held by telephone or the use of Voice over the Internet Protocol (VoIP) technology (or a combination of both). Within the framework of the approved budget, the Secretariat will provide adequate technology and, where required, will assist individual members of the Bureau with VoIP. To maximize the economical benefits of VoIP, the members of the Bureau are encouraged to make use of the VoIP as much as possible.

The Bureau may meet physically at the occasion of each Council meeting or, subject to the Council approved budget, between meetings of the Council.

11. The President's convocation of the Bureau will indicate the time of the conference call for each Bureau member.

12. Bureau meetings shall be in English. Bureau members shall, if necessary, make provision for interpretation.

13. The Regulations regarding quorum, voting and conduct of Council meetings shall apply to the Bureau by analogy, with the understanding that, during meetings held remotely, in the absence of consensus, the vote shall be taken by roll call. If they have not yet been presented through the Bureau documents, the President shall read the text of draft decisions before they are approved or otherwise present them in such a way that all participants in the meeting of Bureau can take cognizance of them.

14. Decisions of the Bureau shall be made by a two-thirds majority of the votes cast. (Regulation 58)

Decisions taken by electronic communication

15. At the request of the President, the Bureau may take decisions by electronic communication. The draft decision together with documents, if any are provided, will be distributed to the Bureau with copy to the members of the Council, requesting Bureau members to cast their vote, together with an explanation of their vote if they so wish, within one week from the President's communication. Any comments or proposals from members of Council who are not members of the Bureau related to the proposed Bureau decisions shall be shared with the Bureau provided they reach the President or the Secretary to Council before the date and time by which Bureau members are requested to cast their vote.

Following the Bureau meeting or decisions taken by electronic communication

16. The Council shall validate the decisions of the Bureau through a no-objection procedure as described in Regulation 58.17. The decisions of the Bureau so validated shall be published on the IUCN website in the official languages of IUCN together with the documents approved, annexed or referred to in the decisions (in the language(s) in which they are available), in accordance with ["The IUCN Council's Policy on Transparency"](#) and all IUCN Members will be notified thereof.

18. As required by Council's Policy on Transparency, official documents distributed for discussion or consideration (decision) by the Bureau, bearing the Bureau document code, will be publicly available after the end of the Bureau meeting concerned, once they have been finalized. They are normally posted on IUCN's public website, in the language in which they have been submitted, at the time of publication of the Bureau decision(s).

19. As soon as possible after the meeting, the Secretariat shall distribute draft summary minutes to Bureau members for their comments. Two weeks following their distribution the summary minutes including the comments received from Bureau members will be considered as approved, except for any decisions for which Council members have objected as per Regulation 58, or unresolved issues in respect of the wording of summary minutes which will either be referred to the Bureau by mail ballot, or to the next meeting of the Bureau for resolution.

20. The approved summary minutes of the Bureau shall be made available to all Councillors via the Council section in the Union Portal.

Appendix to the Rules of Procedure of the Bureau

Specific matters on which the Bureau shall decide directly as assigned by the Council to the Bureau (decision C/88/7) in accordance with Regulation 57:

Statutes, 23:	Determining dates and venue of the World Conservation Congress
Statutes, 29 (c):	Proposing amendments to Rules of Procedure of the World Conservation Congress
Statutes, 38 (e) & Regulation 45 (b)	Appointing a Councillor from the State where IUCN has its seat
Statutes, 45	Inviting observers to Council meetings
Statutes, 46 (b)	Adopting and publicizing statements on important issues concerning the objectives of IUCN
Statutes, 46 (g), 83	Approving the DG's annual report, including the annual financial statements
Statutes, 46 (m) & Regulations 46, 73, 73bis	Appointing Commission Steering Committees
Statutes, 46 (o) & Regulations 45 (d), 87	Appointing the Legal Advisor
Statutes, 46 (q) & Rule 74, Regulation 28	Appointing the Election Officer
Statutes, 47	Establishing fees for participation in IUCN events
Statutes, 64	Authorizing leave of absence from Council
Statutes, 68	Convening Regional Conservation Fora
Statutes, 88 (e)	Commenting on the quadrennial draft Financial Plan
Statutes, 90	Establishing endowment funds
Rule 45	Consulting on the draft agenda of the World Congress
Rule 49	Setting the deadline for submission of motions
Rule 54 (b) x.	Approving the template for submitting motions
Rule 62quinto (a)	Deciding the dates for e-voting on motions
Regulations 8, 18	Admitting new IUCN Members with no objections ¹
Regulations 22, 23	Establishing groups for setting of dues for Category A Members and proposing Membership dues for Category B and C Members to Congress
Regulation 38	Setting the deadline for nomination of candidates for election as Regional Councillors
Regulation 43	Making Council awards for outstanding service to conservation
Regulation 48 (c) iii.	Receive written synthesis of Councillors self-assessments from the Vice-Presidents

¹ "The admission of new IUCN Members which met with no objections from the IUCN membership has to remain with Council or with the Bureau between meetings of the Council (Regulation 18)." This was the conclusion of the Bureau when making its recommendation to Council on this point (quote from Summary Minutes of the 66th Meeting of the Bureau, February 2016). Council subsequently endorsed this point without modification (Council decision C/88/7, April 2016). In other words, the procedure introduced by Council in 2013 through an amendment to Regulation 18 stands: within a reasonable time following quarterly application deadlines, either the Council takes the decision when in session, or the Bureau between sessions of the Council.

Annex 2

Strategic Planning and Reporting Framework

Approved by the IUCN Council, 88th Meeting, April 2016, decision C/88/7

As requested by the Bureau of Council², the Secretariat has reviewed the proposed Strategic Planning and Reporting Framework and produced an annotated table (hereafter) showing which reports are currently available, which are under development and where further discussion is warranted.

Based on on-going planning, monitoring and reporting work, the Secretariat will refine intersessional and annual planning and reporting (programme and financial) to better emphasize results and impact while demonstrating implementation and progress against the Sustainable Development Goals. Reporting on the One Programme Charter will aim to show Members' contribution to the IUCN Programme and implementation of the Resolutions and Recommendations.

Starting in 2017, the Programme and Project Portal will be the IT solution for project planning, management and reporting. The Portal will deliver a comprehensive portfolio monitoring platform, which will track delivery, compliance, results and expenditures. Results and impacts will be recorded and rolled up from individual projects to show global progress against the indicators of the IUCN Programme 2017-2020 and the Sustainable Development Goals. The Programme and Project Portal will initially be used by the Secretariat and future updates will enable reporting functionality for Members.

The emphasis on results and impacts related to the Sustainable Development Goals represents a fundamental shift in the way that IUCN plans and reports on its work as position's IUCN as a key leader for a significant portion of the SDGs. This will allow IUCN to draw on publicly available datasets to demonstrate its contribution to the SDGs

New planning and reporting work has started in the areas of DG's objectives, the Council work plan, a strategic risk matrix and refinement of reporting under the Risk Register.

Noting that "C9.1 The Council is yet to clarify what the "**Governance Compliance Inventory**" should contain in addition to the reports on legal liabilities which the Legal Adviser has been submitting to the FAC, and who should present it to Council,"³ this has not been included in the annotated table.

² [Decision B/66/2 of the Bureau](#) of the IUCN Council, 66th meeting, 19 February 2016

³ See section C9.1 of Annex 2 of [Council decision C/88/7](#)

Annotated Strategic Planning and Reporting Framework

Council requirement	Report	Type	Delegated authority	Focal point	Frequency	Status	Additional work required
Intersessional (quadrennial) Programme	Intersessional Programme	Planning document	Council	DG	Every four years	Normally produced every four years	Increased emphasis on results & impact, alignment with SDGs, use of Project Portal
	Outputs, (results) and Impact report	Monitoring & reporting document	Council	DG	Every four years	Normally produced in DG report to WCC	Increased emphasis on results & impact, alignment with SDGs, use of Project Portal
Commission planning and reporting	Commissions' work plans	Planning document	PPC, then Council	Commission Chairs	Annually and every four years	Normally produced annually and every four years (often jointly with Secretariat)	Refinement of planning tools to meet Commission needs
	Output, (result) and Impact	Monitoring & reporting document	PPC, then Council	Commission Chairs	Annually and every four years	Normally produced annually	Align Commission Reports in Council to annual reports
Congress Resolutions and Recommendations	Congress Resolutions and Recommendations	Planning document (WCC output)	Council	DG	Every four years	Normally produced – Proceedings of the World Conservation Congress	Could be more aligned to Programme workplan
	Implementation status report	Monitoring & reporting document	PPC, then Council	DG	Annually and every four years	Normally produced annually	Could be more aligned to Programme reporting
Annual workplan and Budget (combines two requirements)	Annual work plan and budget	Planning document	PPC, FAC, then Council	DG, Chief Financial Officer	Annually	Normally produced annually	Ensure alignment of plans to SDGs
	Programme and Projects Status Report	Monitoring & Reporting document	PPC, then Council	DG	Annually	Normally produced, covering progress against global results and priorities	Align reporting to global results, targets and indicators; align to SDGs
	Management accounts	Monitoring & reporting document	FAC, then Council	DG, CFO	Quarterly (proposed)	Normally produced twice per year	Decide whether to move to a quarterly report

Council requirement	Report	Type	Delegated authority	Focal point	Frequency	Status	Additional work required
One Programme Charter	Annual workplan	Planning document	Council	DG	Annual	Normally, planning for One Programme engagement included in Annual work plan	Enable planning through the Project Portal
	Strength of the Union indicators	Monitoring & reporting document	Council	DG	Annual	Normally, included in Annual Report to Council by the Secretariat	Refine One Programme Indicators; enable reporting by Members through Portal
Evaluations	Report on Evaluations	Monitoring & reporting doc.	Council and DG	Head, PM&E	Annual	Normally produced annually or on demand	Clarify reporting expectations

Other organizational planning and reporting

Council requirement	Report	Type	Delegated authority	Focal point	Frequency	Status	Additional work required
DG's Performance	DG's annual objectives	Planning document	Council	DG	Annual	Starting in 2016	
	Report on DG's annual objectives	Monitoring & reporting document	Council	DG	Annual	Starting in 2017	
Council planning and reporting	Council quadrennial work plan	Planning document	Council	Council	Annual	Starting in 2017 at first Council meeting	Produce a work plan
	Key tasks reporting	Monitoring & reporting document	Council	Council	Annual	Starting in 2018	Assign responsibility for tracking and coordinating preparation of a report
Strategic risk	Strategic risk matrix (in DG's report to Council)	Planning document + Monitoring & reporting document	Council	DG	Annual	Starting in 2016	TBD
Risk Register	Risk register & updates	Planning document + Monitoring & reporting doc.	FAC, Council	Head, Oversight	Twice per year	Normally produced	Identify top 10-15 risks

A Code of Conduct for IUCN Councillors

(Adopted by the 68th Meeting of Council on 20 November 2007 and modified by the 73rd Meeting of Council on 25 November 2009 and the 75th Meeting of Council on 20 November 2010)

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PART I

Definitions

In this Code, unless the context reasonably indicates otherwise:

“Conflict of Interest” means a situation in which a Council member holds or assumes a role or engages in a relationship with a third party, in a context other than that member’s role in and responsibilities to IUCN, which impairs or reduces, or appears to impair or reduce, that member’s capacity to act in the best interest of IUCN.

“*Council Handbook*” means the IUCN *Council Handbook and Performance Tools* produced by the IUCN Governance Task Force, accepted by the IUCN Council at its 58th Meeting on 4 June 2003 and adopted under Regulation 48*bis*.

“*Council member*” means each elected or appointed member of the IUCN Council as provided in Article 38 of the Statutes.

“*Disclosure Form*” refers to an obligatory standard form that each Council member must compile and submit to the Chairperson of the Ethics Committee of the IUCN Council annually by a specified date proposed by the Ethics Committee and agreed by Council.

“*The Ethics Committee*” is comprised of the Vice Presidents, and its mandate is to oversee and administer the interpretation and application of this Code.

“*Expulsion*” from Council means the removal of a Council member from his/her position on the IUCN Council following suspension, pursuant to Article. 65 of the Statutes.

“*Gifts*” means objects, services and/or other benefits that are offered to a Council member and whose value, as assessed by an independent valuator, exceeds two hundred (200) Swiss Francs,

“*Honorarium*” means a payment offered to a Council member for a task undertaken in that member’s capacity as an IUCN Council member.

“*Leave of Absence*” means permission for a Council member to be excused from his/her Council obligations for a specified period of time or Council meeting(s) without being subject to vacation of office, pursuant to a request that must be submitted by the Council member and affirmatively approved by Council (see Article. 64 of the Statutes).

“*Regulations*” means the IUCN Regulations as adopted by the World Congress and amended by Council from time to time.

“*Statutes*” means the IUCN Statutes as adopted, revised and/or amended by the World Congress from time to time.

“*Suspension*” means the temporary relieving of a Council member of his/her duties pending a final determination of expulsion under Article. 65 of the Statutes.

“*Threatened*,” in reference to animals and plants that constitute all or part of a gift offered to a Council member, means animals and plants that are included in the categories critically endangered, endangered and vulnerable of the IUCN Red List in effect at the time at which the gift is offered to a Council member.

“*Vacation of Office*” means the automatic vacation of the office of a Council member under Article 64 of the Statutes.

PART II

Preamble

Since 1948, the International Union for Conservation of Nature and Natural Resources (IUCN) (hereafter referred to as “IUCN” or “Union”) has led the development of conservation knowledge, and brought together governments, non-governmental organizations, scientists, companies and community organizations to help the world make better conservation and development decisions.

IUCN Council members are entrusted by the Union that has elected or appointed them, with significant responsibilities for ensuring that IUCN carries out its mandate as prescribed in its Statutes and Regulations.

By accepting to serve on the Council, Council members commit to conduct themselves in accordance with the highest ethical standards in carrying out their responsibilities, as required by Articles 59 and 60 of the Statutes and other applicable provisions in the Statutes and Regulations.

Council has therefore adopted this Code of Conduct, which provides ethical standards and criteria to which all its members are required to adhere in the performance of their responsibilities to IUCN.

The Council has responsibility for the oversight and general control of all the affairs of IUCN, subject to the authority of the World Conservation Congress. The composition, functions, rules and procedures of Council are prescribed in the Statutes, Regulations and Resolutions of IUCN. Council is further guided by the Council Handbook.

PART III

Duties of Members of the Council

a. Reasonable Care

The duty of reasonable care describes the level of attention and competence expected of a Council

member. To fulfil this duty, Council members must exercise the same care than an ordinary prudent person would exercise for his or her own personal business in a like position and under similar circumstances. Ways in which to exercise reasonable care include preparing for meetings, attending meetings and participating in discussions by asking questions and offering advice, and taking on and performing additional duties and responsibilities as reasonably requested or necessary.

b. Loyalty

The duty of loyalty embodies a standard of faithfulness to the organization. This fundamental responsibility is to give undivided commitment to IUCN when serving as a Council member.

c. Respect

The duty of respect requires the Council members to be faithful to the Mission of IUCN. While Council members may and should exercise their own reasonable judgement concerning how IUCN should best meet its Mission, they have a duty to act in a way that respects the Objectives of the Union. In addition, Council members should understand and act strictly in accordance with the Statutes and policies that control IUCN governance and operations. Council members should equally be respectful of the personal and professional integrity of Secretariat staff and of their fellow Council members.

d. Transparency

The duty of transparency requires Council members to carry out their responsibilities in a general spirit of openness and transparency, but Council may decide to meet in a closed session to discuss confidential matters pursuant to Article.58 of the Statutes.

e. Confidentiality

Council members have a duty of confidentiality and must exercise sound judgment in refraining from disclosing to outside parties the internal deliberations of the Council, including written and electronic correspondence, where such disclosure could jeopardise Council's decision-making process, bring Council and/or individual Councillors and/or staff into disrepute, or otherwise be detrimental to IUCN's interests. This is an absolute requirement in the case of information or documentation (i) identified as being confidential or (ii) discussed when Council is sitting in a closed session. Council members should be able to freely express themselves at Council meetings on IUCN business matters without fear of being quoted to unauthorized outside parties.

PART IV

Conduct

Council members shall observe the highest standards of ethical conduct. In the performance of their duties, they shall carry out the mandate of Council to the best of their ability and judgment.

a. Disclosure of Interests

Each Council member shall compile and submit an annual disclosure form to the Chairperson of the Ethics Committee. The information to be provided in such a disclosure form shall be requested in a standard format determined by the Ethics Committee. Disclosure forms and relevant data contained therein will be compiled by the Ethics Committee or any other person to whom the Committee delegates this responsibility. Failure by any Council member to disclose potentially relevant interests in the disclosure form will be considered by the Ethics Committee, which if necessary, shall report back to Council with its recommendations.

b. Conflicts of Interest

A conflict of interest situation may arise if a Council member has competing professional or personal interests, since such competing interests can make it difficult to fulfil his/her duties impartially. Even if there is no evidence of improper actions, a conflict of interest can create an appearance of impropriety that can undermine confidence in the ability of that person to use his/her position with proper ethics. A conflict of interest can exist even if no unethical or improper act results from it.

It is a fundamental principle that any financial or other benefit accepted by a Council member, whether direct or indirect, must in no way affect or be perceived as affecting the independence of that Council member, and that Council member must put and be seen to be putting IUCN's interests above any others.

Council members should arrange their private and other professional affairs in a manner that will prevent actual, perceived or potential conflict of interest. Whenever a Council member is in a conflict of interest situation as defined herein, that Council member is under an affirmative duty of disclosure to the Ethics Committee.

It will be the task of the Ethics Committee to review all relevant facts and circumstances and, on that basis, to determine to what extent that Council member will be directed to recuse him/herself from that role or to put an end to that relationship in order for him/her to be permitted to continue to serve as a member of Council.

Council members have a duty to avoid any conflict of interest situation involving them, individually or directly, as well as their close relatives. If any such conflict arises, Council members must promptly inform the Council Ethics Committee (and if appropriate the Chair of the meeting where the conflict arises) and withdraw from participation in decision-making connected with the matter. If the conflict is apparent or potential rather than actual, Council members should seek the advice of the Ethics Committee of Council about whether they should recuse themselves from the situation that is creating the appearance of or potential for conflict.

c. Consensus

Council members have a duty to participate actively in the deliberations and decision-making process of

Council. Once a final decision has been taken on a matter before Council, Council members have also a duty to support that decision.

d. Reliability

Council members have a duty to attend all meetings of Council.

In the event that a member is absent without leave of absence from two (2) consecutive Council meetings, the Governance Unit will contact the member to send a warning and remind him or her of the provisions of Article 64.

Council members are also strongly encouraged, where feasible, to attend meetings of National and Regional Committees within their Regions.

e. Utilization of Resources

Council members have a duty to use prudently any resources, financial or other, provided by IUCN to them to carry out their duties. IUCN resources should only be utilized to execute the duties and commitments of Council members.

f. Conduct within the Union

Council members have a duty to treat their colleagues and IUCN staff with courtesy and respect, without harassment and without physical or verbal abuse.

Council members have a duty to exercise control and supervision over matters for which they are individually responsible.

g. Public Statements

When making public statements verbally or in writing in their capacity as members of Council, members should make it clear whether they are communicating in their personal capacity (*i.e.*, giving their personal view, not an IUCN view) or on behalf of IUCN (*i.e.*, giving the official/institutional position of IUCN). If Council members speak on behalf of IUCN, they should make clear in what capacity and by which authority, with due consideration of the revised Policy System adopted by Council in its decision C/56/17. Council members may not represent any organizations in addition to IUCN at the same time whilst making any public statement, except where IUCN and such other organizations have explicitly authorized such representation beforehand.

Before Council members engage in making any public statements, including speaking to the media, it is strongly recommended that they:

- (i) ascertain whether or not the matter is being dealt with in the Secretariat and obtain relevant information from the Director General;
- (ii) have a clear understanding of the issues;

- (iii) be thoroughly familiar with IUCN policy as set forth in IUCN Resolutions and Recommendations and with Council's plans for implementation of that policy;
- (iv) be thoroughly aware of any sensitivities on that particular or other related subjects within IUCN membership; and
- (v) have reasonable grounds to consider themselves expert on the matter at hand.

If Council members have any doubt that they do not meet any one of the criteria above, then they have a duty to refrain from making the public statement and they may refer the matter to other Council members who would meet all the criteria, or alternatively to the Director General.

b. Gifts

Council members are encouraged to refuse gifts or other benefits (including but not limited to subsidized holidays) from any sources external to IUCN offered to that member in connection with the member's office in the IUCN Council. However, gifts may be accepted, if:

- (i) in the Council member's reasonable judgment, refusal to accept would offend or embarrass the donor or IUCN;
- (ii) the gift does not comprise or include, to his/her or his/her family's knowledge, parts or products of globally threatened species; and
- (iii) the value of the gift or benefit does not exceed two hundred (200) Swiss Francs.

In general, Council members may accept reasonable hospitality, such as meals or local transportation, in the course of their normal IUCN duties.

If Council members are offered a gift or benefit for which the value exceeds the two hundred (200) Swiss Franc threshold, they have a duty to decline, explaining the IUCN Council policy on gifts. Nonetheless, in cases where Council members reasonably must accept the gift due to special circumstances, for example, when the donor will most likely be offended based on his or her cultural norm, Council members must inform the Chairperson of the Ethics Committee for proper disposition of the gift.

Details of gifts of above two hundred (200) Swiss Francs, which Council members accept in their capacity as Council members, must be submitted to the Chairperson of the Ethics Committee on the appropriate form within sixty (60) days of receipt. Failure to declare any gifts as prescribed herein will be referred to the Ethics Committee for review, report back and recommendation to Council.

The Ethics Committee will make a determination on whether to dispose of the gift with the proceeds benefiting IUCN, whether to retain it in IUCN's ownership, or whether to give dispensation to the Council member to retain the gift. In the event of a decision to dispose of it, the original recipient will have, upon request, first option to purchase it at a price established through an independent appraisal.

If a member has any doubt, he/she is required to seek advice from the Chairperson of the Ethics Committee or, if this is not practical, from any other member of the Ethics Committee.

i. Compensation

Members of Council serve in a voluntary capacity (*i.e.*, without receiving remuneration from IUCN for their service).

Council members may seek reimbursement of the cost of their travel and subsistence (in this section referred to as “expense(s)”) for meetings of the Council in accordance with the Council approved Policy on the Reimbursement of Travel Expenses to Council members for attending meetings of Council, or when undertaking special missions for the Union as agreed or authorized in advance within the context of the Union's Programme of action.

When a Council member accepts an engagement on behalf of IUCN, for which IUCN pays travel and subsistence in accordance with its policies, any expense reimbursement or honorarium, if offered, may be accepted and shall be remitted to IUCN. If a Council member accepts an engagement on behalf of IUCN for which IUCN does not pay any travel or subsistence, then the Council member may retain from any honoraria and expense reimbursement offered, a total amount as allowed in accordance with Council approved Policy, with any remaining balance to be remitted to IUCN.

j. Communication practice

Members of Council should:

1. largely focus on their global role as Councillors of a global Union,
 - providing policy-level guidance to the Director General and the Commissions, particularly on issues of substance or governance;
 - encouraging coherence among the different parts of the Union, needed to facilitate the design and implementation of the “One Programme”;
 - exercising fiduciary and supervisory responsibility over the affairs of the Union, including overall approvals for the Union’s budget and plan;
 - monitoring and evaluating the performance of the Director General and holding her/him accountable for the performance of the Secretariat and implementation of the Programme;
2. comment only on those issues that are of direct interest to them or relevant to their respective roles on Council and avoid overloading colleagues and communication channels with inputs that do not add value to the discussion;
3. copy messages to other recipients only on a ‘need or desire to know’ basis and not overload the mailboxes of fellow Councillors who are not or do not wish to be in that information loop;
4. copy to relevant members of the Secretariat those exchanges among Councillors that they need to see to ensure that they can provide informed, appropriate and consistent support to the Council;
5. use more effective channels than broadcast email for sensitive issues, e.g. to IUCN’s National and Regional Committees, to address national or regional matters with the Director General;

6. refrain from public discussion (i.e., outside the Council meeting) on personnel or other decisions that are the prerogative of the Director General. Where necessary, these should be taken up directly, one-on-one with the Director General. If email copies on these subjects cannot be avoided, they should be sent ONLY to the parties directly concerned with the particular issue;
7. use good practices as the governing body of IUCN to set the right tone in our communication with each other and with the Director General and Secretariat, and to set an appropriate level for Council involvement; and
8. inform and obtain input and feedback from IUCN Members, National and Regional Committees, and Regional Fora on the provisional agendas for upcoming Council meetings and in reporting the results of Council meetings to IUCN Members. The Councillors' role is to provide explanations on the agenda, encouraging Members to provide input to global decision making and to promote Council decisions, through submission of comments to the Director General prior to meetings of Council.

PART V

Implementation of the Code of Conduct

a. *The Ethics Committee of the Council*

The Vice Presidents will constitute the Ethics Committee, consistent with Regulation 48 (b) (i) and (iv). The Committee shall be responsible for consideration and administration of all matters relating to this Code and for assisting the Council in implementing the provisions of Article 65 of the IUCN Statutes and all other statutory provisions relevant to the ethical conduct of Council members.

The Vice Presidents shall elect a Chairperson from amongst themselves for the purpose of implementing the Code of Conduct. If the ethical conduct of a member of the Committee comes under consideration by the Committee, that member shall *ipso facto* be excluded from the Committee's deliberations on that matter, and may be excluded from the Committee's deliberations on any other related matters upon the unanimous decision by the other Committee members.

The Ethics Committee shall maintain a secure permanent written and/or electronic record of their work in such a way as they may determine.

Attendance at the meetings of the Ethics Committee shall be restricted to Council members whose participation the Committee deems to be necessary or beneficial to its deliberations.

The Ethics Committee shall consider any alleged misconduct by a Council member, any conflict of interest issues and any other matters brought to its attention that are related to or fall within the scope of the provisions of this Code of Conduct. The Council member concerned shall, in all cases, be given the opportunity to respond to the allegations before the Committee.

If a majority of members of the Ethics Committee who are entitled to vote on the matter concerned,

determines that misconduct has been committed, and taking into account the nature and seriousness of the misconduct, the particular circumstances and the member's prior record of conduct, the Committee shall make recommendations to the Council on the appropriate action to be taken. Such recommendations may include the following:

- (i) taking no further action and closing the matter;
- (ii) issuance of a warning to the Council member;
- (iii) issuance of a warning to the Council member together with a statement to be minuted; or
- (iv) suspension or expulsion of the Council member.

If a majority of members of the Ethics Committee who are entitled to vote on the matter, determines that there was no misconduct, the Council member concerned shall be so informed and no recommendation or other communication to Council shall be made, unless it is agreed by both the Committee and the member concerned that an agreed communication would be desirable.

Upon receiving the recommendations of the Ethics Committee excluding possible suspension and/or expulsion, the Council shall give them due consideration. If Council cannot agree by consensus on what action to take, a secret vote shall be taken and the decision will be carried by a simple majority.

In the case that a recommendation by the Ethics Committee to Council entails or includes possible suspension and/or expulsion, the provisions in Article 65 of the Statutes shall apply.

b Application

The provisions of this Code shall apply to all elected and appointed members of Council.

c Adhere to Code and Signature

A copy of the Code of Conduct then in effect shall be attached to the nomination forms for any person seeking or accepting to stand for election or appointment to a position on Council.

By signing a nomination to be elected or appointed as a Council member, such a candidate agrees to submit to the provisions in the Code of Conduct both during and, where relevant (e.g in relation to confidentiality, respect etc), after their term has expired.

In order to ensure that all Council members fully understand the importance, responsibility and implications of their compliance with the Code, they will be required to sign two original counterparts of the Code during the first full meeting of Council at Headquarters after the World Conservation Congress. For those members who might be absent at that meeting, two originals shall be sent to them by courier for signature: the Council member will keep one signed original and shall return the other to the Ethics Committee within sixty (60) days after the date of the referenced Council meeting.

In the event of a member failing to sign the Code as indicated above, the member concerned will be considered as having acted in a manner seriously inconsistent with that member's duties and the provisions in Article 65 of the Statutes shall apply.

d. Revision of the Code

Any Council member may seek a revision of the Code or an amendment of a specific section of the Code by submitting a formal request to the Chair of the Ethics Committee, who shall place the matter on the agenda of the Committee for consideration at the first opportunity after such a written submission has been received. If agreed by the Committee, the proposed revision or amendment will be submitted to Council for approval.

e. Enforcement

Unless otherwise decided by Council or expressly provided for in the Code, all matters concerning breaches and enforcement of the Code will be reviewed by the Ethics Committee. Any Council member may submit details of any such breach to the Chair of the Ethics Committee, who shall place the matter on the agenda for consideration at the first meeting of the Ethics Committee after such a complaint has been received. The Ethics Committee shall endeavour to deal with the matter as expeditiously and objectively as possible.

Unless otherwise instructed by Council, the Ethics Committee will investigate any allegations submitted to it and where necessary report back to Council with appropriate recommendation(s).

f. Information and its sources

Any information relevant to matters that fall within the scope of this Code is to be reported to the Ethics Committee, together with all supporting evidence.

The Ethics Committee will undertake such investigations as it believes necessary. The Ethics Committee will, as far as possible, undertake all its work, in keeping with the principles of natural justice. At the same time the Committee has a duty to protect information received, and its source, where disclosure might, in the Committee's view be detrimental to its work, or detrimental to the interest of the person/s who has(ve) supplied information to them."

Annex 1

Procedure for dealing with issues submitted to the Ethics Committee for consideration and decision

(approved by the IUCN Council at its 75th Meeting in November 2010)

In reviewing any issue submitted to it, the Ethics Committee (“EC”) shall apply this procedure **always consistent with and subject to relevant provisions of the Code of Conduct for Members of the Council** (“Code of Conduct”):

- maintaining strict confidentiality; the EC will disclose the issue only the President, the DG, and any other person who, in the reasonable opinion of the EC, may have information relevant to the issue;
- detailed records will be kept during the process and filed by the Governance Officer who will provide general secretariat support to the EC;
- the Council member who is charged with the alleged misconduct will be contacted only after discussion and agreement between the members of the EC and following procedure;
- the agreed decision and further course of action, including both the rationale for the decision and, as required under Part V of the Code of Conduct, (a) any specific recommendation to be made to Council or (b) the communication to the Council member involved that no misconduct was found, will be documented and filed.
- The Council member charged with the alleged misconduct shall be afforded, *inter alia*, the following rights: (a) to know the origin and nature of the allegation, (b) to be given reasonable time, information and opportunity to respond to the allegation, and (c) to be allowed fair and objective consideration of his/her response.

Steps in addressing and deciding an ethical issue:

1. The issue is documented by the Director General or the President, via the Governance Officer, with all relevant information, including: outline and materials related to the issue (including hard copy and electronic documents); identity of parties involved; bases/sources of authority for consideration by the EC (*e.g.*, IUCN Statutes and Regulations, Council Handbook, Code of Conduct) (all this constituting and referred to as the “File”).
2. The EC is provided with the File and any other appropriate information and background documentation. In each case, the Vice-Presidents shall, upon receiving the File, elect a Chairperson amongst themselves for the purpose of facilitating the work of the EC.
3. If, upon initial review of the File, the EC determines that the allegations and the supporting evidence before it could not reasonably constitute misconduct, the EC shall inform the President and/or the Director General that there are no grounds to further investigate the case, and the file shall be closed. In such case, the EC shall not communicate on the matter with the Council member concerned unless unusual circumstances reasonably require otherwise (*e.g.*, the Council member concerned found out about the allegations seeks information on the status of the matter).
4. If, upon initial review of the matter, the EC determines that the allegations and the supporting evidence before it reasonably could constitute misconduct, then it shall investigate the case. And to that end, it shall decide the process, timetable and logistics (including contacting and requesting a

meeting with the Council member concerned), and who will be assisting it in addressing the issue (*e.g.*, the IUCN Legal Adviser and members of the Secretariat, as may be necessary and appropriate). All requests for documentation or cooperation from the Secretariat will be addressed to the Director General, who may delegate specific tasks to members of staff in each case.

5. After the EC has investigated the case, it shall determine whether or not there was misconduct on the part of the Council member concerned, and consistent with that determination it shall take either one of the following steps:
 - 5.1 If the EC determines that there was misconduct, then it shall make “recommendations to Council” as prescribed in the Code of Conduct.
 - 5.2 If, on the other hand, the EC determines that there was no misconduct, then it shall so inform the IUCN President and either he/she or the EC Chairperson shall communicate the EC’s determination to the Council member concerned. In this case, the Code of Conduct prescribes that “no recommendation or other communication to Council shall be made, unless it is agreed by both the Committee and the member concerned that an agreed communication would be desirable.”
6. In reviewing the File and discussing the issue, the EC shall establish a detailed record of:
 - its initial assessment of the issues in light of the allegations made;
 - provisions in the Statutes or other sources of authority that are/may be applicable and relevant to the issues at hand;
 - clear and complete definition of the exact nature of the issues that are to be reviewed and decided; and
 - decision on the issues and on next steps to be taken pursuant to the Code of Conduct, *i.e.*, either communicating the finding of “no misconduct” to the concerned Council member, or making “recommendations to Council on the appropriate action to be taken” (Code of Conduct, Part V).
7. The EC shall discuss the issue(s) with the Council member concerned only in a properly convened meeting, avoiding one-to-one communications between any of its members and the Council member unless the EC specifically delegates one of its members to so proceed.

Tool 3

Performance Commitment For IUCN Councillors

(To be read by each candidate accepting a nomination to become a member of the IUCN Council. All elected and appointed Councillors are invited to sign this commitment at the time of their nomination or appointment.)

Background

The IUCN Council is taking steps to improve the effectiveness and efficiency of its governance system. Effective members of Council are a critical part of the IUCN governance system. One of the steps being taken to ensure an effective Council is to strengthen the nomination process for Councillors to ensure that criteria and expectations of what it means to be an IUCN Councillor are clear when nominations are accepted, and that Councillors make a commitment to fulfil these criteria.

The following Commitment sets out a minimum level for your participation and input to the work of the IUCN Council. Your commitment as a member of the IUCN Council is to be seen in the broader context of the overall role of the IUCN Council as set out in Articles 37–65 of the IUCN Statutes.

Performance Commitment

As a duly elected member of the IUCN Council, I agree to do my best to fulfil my duties as an individual Council member. These are to:

1. **Participate fully in the work of the Council**, by
 - a) taking part in official Council meetings as notified by the Secretariat at least one month in advance. This may include physical attendance or video- and tele-conferencing;
 - b) providing meaningful responses to official Council communications requesting comments and inputs to such Council matters as minutes, committee proposals and decisions on any matters on the Council agenda; and
 - c) participating in subcommittees and Task Forces of the Council, whether as assigned by the President or on a voluntary basis.

If, for any reason, I am not able to attend duly notified Council meetings for a prolonged period of time (three consecutive Council meetings) or to participate by some other means (telephone, email) to the satisfaction of the Bureau of Council, I agree to step down from my position as Council member and to allow the Council to replace me, as provided under the Statutes (Article 64).

2. **Serve on the Council of IUCN on a voluntary basis**, receiving no financial payment for my work as a Council member, other than reasonable reimbursement of expenses incurred in carrying out my Council duties, as set out in the Statutes (Article 63).
3. **Abide by accepted codes of conduct** and duties, specifically the Code of Conduct for IUCN Councillors which forms an integral part of this Agreement.
4. **Comply with all applicable laws and regulations of IUCN** relating to Council members.
5. **Respect the confidentiality of all information** declared by the Council to be confidential and received by me in any medium, including verbal, electronic or written.
6. **Remain accountable to the constituency of IUCN** – the membership.
7. **Acknowledge that**, if I am not able to fulfil these obligations as a Council member to the satisfaction of the Council, **Council has the right to suspend and expel me** subject to Article 64 and Article 65 of the Statutes, and to find a suitable replacement for me on the Council of IUCN.

Signature of IUCN Council member

Date

Tool 4

IUCN Councillor Activity Report

The IUCN Council is taking steps to improve the effectiveness and efficiency of its governance system. One of the measures being taken is to encourage all Councillors to report to Council on activities as an IUCN Councillor – at global level, regional level and national level (if applicable).

The following Councillor Activity Report outline provides a basic template for you to use in summarizing your activities as an IUCN Councillor in the period since the last Council meeting.

Please complete the Activity Report at the end of each period between Council meetings, and submit it to the President of Council at the beginning of the Council meeting.

Name of Councillor:

Reporting period:

1. Global level activities

Examples of activities in this category include participation in ongoing Council Committees, Task Forces, work related to global IUCN Council agenda items such as inputs to International Conventions as part of IUCN delegations (e.g. CITES, CBD).

Please list the dates of this work, and briefly describe the nature/extent of your involvement and the significance of this work for IUCN.

2. Regional level activities

Examples of activities in this category include specific regional activities carried out in your capacity as IUCN Councillor, such as participation in Regional Conservation Fora, work of the Regional Committees, Regional Fora for policy discussion and debate.

Please list the dates of this work, and briefly describe the nature/extent of your involvement and the significance of this work for IUCN.

3. National level activities

Examples of activities in this category include participation in the work of National Committees of IUCN, and other national-level IUCN related activities.

Please list the dates of this work, and briefly describe the nature/extent of your involvement and the significance of this work for IUCN.

4. Other activities

List any other activities that you have carried out in your capacity as IUCN Councillor that you feel are of significance to IUCN.

Tool 5

Self-Assessment for IUCN Councillors

1. Introduction

Effective members of Council are a critical part of the IUCN governance system. As a member of Council, you are encouraged to reflect on your performance as an individual member of Council, and on the overall functioning of Council as a whole, and to think about ways in which you can become a more effective Council member and ways in which Council as a whole needs to improve.

The following self-assessment is a confidential exercise that acknowledges Council's willingness to discipline itself and determine its own effectiveness. Please reflect on your own performance as a Council member since the last Council meeting, complete the following assessment and give it to Luc de Wever, Governance Officer.

Please check your category of Councillor:

- Regional Councillor Commission Chair
 Appointed Councillor

2. My Role as an IUCN Councillor

Please indicate how much you agree with each of the following statements by checking the appropriate box.

	Strongly Agree	Agree	Disagree	Strongly Disagree
The role that I should play as an IUCN Councillor between Council meetings is clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Did you set goals for yourself to accomplish as an IUCN Councillor between the last Council meeting and this meeting?

- Yes No - ***Skip to the Section 3***

What were your goals?

Did you accomplish those goals?

- Yes, all my goals
- Yes, some of my goals
- No → **Why not?**

How might your skills be better utilized by IUCN between Council meetings?

3. My Responsibilities as a Councillor During this Council Meeting

Please tell us how satisfied you are that you have fulfilled the following Councillor responsibilities (Section 2 Handbook) during this Council meeting by checking the appropriate box. If the responsibility listed is not applicable to this particular Council meeting, check “N/A.”

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
Guiding IUCN in its Mission and Purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpreting IUCN Policy and Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overseeing the work of the Director General	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overseeing the effective management of financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overseeing human resources policies and issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensuring effective organizational planning and priority setting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitoring and evaluating the work of IUCN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A
Ensuring effective practice in Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing my performance as a Councillor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing the performance of Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assisting in mobilizing resources for IUCN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

With respect to the last statement above “Assisting in mobilizing resources for IUCN”, please indicate the extent to which you agree with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
IUCN’s resource mobilization strategy is clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The role that I can play as a Councillor in IUCN’s resource mobilization strategy is clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have suggestions on how you can improve your effectiveness as a Councillor during Council meetings?

4. Leadership and Management of Council

Please indicate how much you agree with each of the following statements by checking the appropriate box.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do not know
This Council meeting was well organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Council plenary agenda was sufficiently focused on strategic issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My time was well used in Council plenary sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was well briefed by the background materials provided by the Secretariat for this Council meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The specific guidance required from Council was clear to me from the background documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The time provided on the agenda for the business of Council was appropriately allocated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Chair managed the Council agenda in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Chair encouraged all Councillors to participate in Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Chair facilitated sound decision making by Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Chair resolved conflicts when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Secretariat prepared well for the Council meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have suggestions on how to improve the leadership and management of Council?

5. Performance of Council this Meeting

Please indicate how much you agree with each of the following statements by checking the appropriate box.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do not know
Council functioned as a cohesive body	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members were well prepared	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council used its time well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members actively participated in Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members treated each other with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the quality of decisions made by Council at this meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have suggestions on how the overall effectiveness of Council can be improved?

6. Performance of Council Committees

Please check the Committee(s) that you served on this Council meeting:

- Governance Committee
- Constituency Committee
- Finance and Audit Committee
- Programme and Policy Committee

Please indicate the extent to which you agree with the following statements about the Committee you served on during this Council meeting.

GOVERNANCE COMMITTEE (please only fill in this table if you are a member of the Governance Committee)

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do not know
The Committee was well led / chaired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Committee was well supported by the Secretariat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Committee focused on important strategic issues facing the Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Committee used its time well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decisions of the Committee will make a significant contribution to the advancement of IUCN's Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serving on this Committee was a valuable use of my time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What could be done to improve the effectiveness of the Governance Committee?

What could be done to enhance your participation in the Governance Committee?

CONSTITUENCY, FINANCE AND AUDIT AND PROGRAMME AND POLICY COMMITTEES

Please indicate the extent to which you agree with the following statements about the Committee you served on during this Council meeting.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do not know
The Committee was well led / chaired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Committee was well supported by the Secretariat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Committee focused on important strategic issues facing the Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Committee used its time well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The decisions of the Committee will make a significant contribution to the advancement of IUCN's Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serving on this Committee was a valuable use of my time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What could be done to improve the effectiveness of the Council Committee on which you serve?

What could be done to enhance your participation in Council Committees?

7. Council Task Forces and Working Groups

Please check the Committee(s) that you served on since the last Council meeting:

Programme and Policy Committee Task Forces

- Gender and Biodiversity Task Force
- Private Sector Task Force
- WCC Resolutions Task Force
- Climate Change Task Force
- IPBES Task Force

Governance Committee Task Forces

- Working Group on Legal and Statutory Matters
- One Programme Working Group
- WCC Motions Process Working Group

Please indicate the extent to which you agree with the following statements about the Task Force/Working Group you served on during the period since the last Council meeting.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do not know
The Task Force/Working Group was well led / chaired	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Task Force/Working Group was well supported by the Secretariat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Task Force/Working Group focused on important strategic issues facing the Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Task Force/Working Group used its time well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The recommendations of the Task Force/Working Group will make a significant contribution to the advancement of IUCN's Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do not know
Serving on this Task Force/Working Group was a valuable use of my time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What could be done to improve the effectiveness of the Task Force/Working Group on which you serve?

What could be done to enhance your participation in the Task Force/Working Group?

8. Additional Comments

What suggestions do you have to improve the Council self assessment process?

Additional Comments:

Thank you for your feedback!



Agenda Item 5.3.2.5

Management Response to the External Review 2015

Origin: Director General

REQUIRED ACTION

The Council is invited to add its comments to the Management's Response regarding any recommendations of the External Review that might address IUCN governance aspects.

Background

1. As part of the "Enhanced practices and reforms of IUCN's governance" approved by the 88th Meeting of the IUCN Council in April 2016 ([Council decision C/88/7, Annex 2](#)), the Council made a clear distinction between two types of reviews and defined its role with regard to each of them as follows (extracts from the [Council Handbook §8](#)):

- A. The **External Review of IUCN** which focuses on IUCN Programme implementation and is commissioned jointly by the Director General and IUCN's Framework Partners every four years for delivery towards the end of each quadrennium. The Council will add its comments to the Management's Response regarding any recommendations of the External Review that might address IUCN governance aspects. For this purpose, the Council will be informed of the Management Response to the External Review drawn up by the Director General.

All External Reviews have been published on the IUCN website: click [here](#).

- B. The **external review of IUCN's governance** commissioned at least every four years, to be delivered in time to inform a Council 'strategy session' at mid-term. The Terms of Reference and scope of the external review shall be established by Council and include the review of the IUCN Commissions. The latter will have the purpose of ensuring the necessary renewal of existing Commissions and broader renewal of Commissions or other network mechanisms to meet the knowledge generation, expert and Programme delivery needs of the Union. This review will anyway have to be done well before the date fixed for filing nominations for Commission Chairs.

The Management Response to the external reviews of IUCN's governance shall be made by the Council with the understanding that with regard to the Commissions, the responsibility for the Management Response shall be shared between Council and the Director General.

The first such review was commissioned and delivered in 2015: [External Evaluation of Aspects of IUCN's Governance](#) (Universalia, November 2015). The next one should be commissioned by Council in time to be available for the 2nd Council meeting of 2018.

2. The External Review 2015 which was published as Annex 3 of the Director General's Report to the 2016 Congress ([Congress document WCC-2016-1.4/1-Annex 3](#)) is a review as described above in section A.

The Executive Summary of the External Review 2015 can be viewed [here](#).

3. [Annex 1 hereafter](#) is the Management Response to the External Review 2015 and, on top of it, the Director General's Management Response Narrative.

Action required from Council

4. The Council is invited to add its comments to the Management's Response regarding any recommendations of the External Review that might address IUCN governance aspects.

5. The following sections of the External Review 2015 address IUCN governance aspects:

- a. Recommendations 7 to 10 pertaining to the Commissions, taking into account that, as explained on page 5 of the Management Response Narrative, the Chairs of the Commissions have jointly responded to the External Review 2015 and that, as part of the governance reforms approved by Council in April 2016, the Council decided to conduct every year a session of Council to discuss the performance of the Commissions.
- b. Recommendation 11.4 regarding National and Regional Committees. This issue will also be addressed during the Council Retreat on 6 February 2017 (Topic 4).
- c. Recommendation 12 regarding the membership strategy. This topic is on the agenda of the 92nd Council meeting as Item 5.3.3.6 (GCC).

External Review of IUCN 2015 Management Response Narrative

30 January 2017

This Management Response

This narrative is intended to be read alongside the tabular presentation of IUCN's Management Response, dated 01.11.16 (attached), which was discussed in the Annual Framework Partners' Meeting held at IUCN-HQ on 2-3 November 2016.

The tabular Management Response addresses grouped recommendations on the topics of Knowledge Products, Commissions and Organizational Fit-for-Purpose. For each topic, the tabular format outlines key actions, expected completion date, directly responsible individual, implementation stage, actions take and supporting documents and will be used to track progress in implementing the External Review.

This narrative has been produced at the request of the IUCN Framework Partners, in order to increase understanding of IUCN's intentions in addressing the External Review

The Process

The External Review of IUCN is conducted once every four years and is jointly commissioned by IUCN's Framework Partners and the IUCN Director General.

As per the signed agreements between the IUCN and each of the Framework Donors, the scope and Terms of Reference for the Review is mutually agreed by the IUCN Secretariat and its Framework Partners. The Review normally covers topics related to the IUCN Programme, organizational performance and another topic that is mutually agreed.

Preparations for the 2015 Review commenced at the Annual Framework Partners' Meeting in 2014 with broad agreement on the scope. IUCN's Planning, Monitoring and Evaluation Unit prepared the draft Terms of Reference for discussion and eventually agreement.

Universal Management Group was contracted to undertake the Review after a global competition, as specified under IUCN's Procurement Policy. Universal Management Group won the contract over six other competitors.

The Review was supervised by an External Review Steering Committee, comprised of Lynda Mansson (MAVA), Flemming Olsen (DANIDA), Grethel Aguilar (IUCN) and Gillian Holmes (IUCN) who reviewed both the Inception Note, various drafts of the Final Report. The Director General also reviewed a number of drafts, requesting a report with greater strategic direction and a clearer organization of the report's recommendations. After a number of such attempts, it was concluded that the consultant would not be able to respond to the requests and the report was therefore accepted.

The contract started in June 2015. The draft report was received in November 2015 and revised subsequently until it was accepted by the Steering Committee and IUCN in March 2016.

Strengths of the Report

The report focused on knowledge. As IUCN prides itself on being a knowledge organization, this focus – which was decided in 2014 – was useful. The report seeks to identify IUCN's niche as well as explore IUCN's role in knowledge creation. The report provided thought-provoking analysis on how IUCN generates and promotes use of its knowledge, from supporting research, influencing policy and supporting action.

The report highlighted IUCN's convening role. Well-known globally for convening a vast Membership and volunteer Commissions, the report highlighted other forms of convening that include multi-stakeholder dialogues, knowledge sharing, brainstorming, problem-solving and new knowledge creation. The potential for engaging other actors under the Sustainable Development Goals is attainable under the IUCN's approach to convening.

The report compared IUCN with other convenor organizations. For the first time, IUCN was analysed in comparison to other organizations which carry similar functions. The group of comparison organizations contained not only conservation organizations, but also organizations undertaking applied research, policy influencing and development.

The report served as an input into the organizational change process underway. More than sixty IUCN Secretariat staff were organized into seven work packages to think through a number of challenges related to creating a relevant and stable IUCN. This report provided input to that thinking on how the Secretariat is organized, how the Commissions are engaged and the challenges of resourcing IUCN in a rapidly changing donor landscape.

Challenges Posed by the Report

The report had a number of challenges, which have limited its immediate utility.

The recommendations are too numerous, some are unstrategic, and therefore not easy to operationalize and track. With nearly 110 recommendations, there were far too many recommendations to address meaningfully. Recommendations were pitched at different levels – some highly strategic, some focused on tactics – with considerable overlap and some repetition, adding to the challenge. Further, it is observed that a number of recommendations were based on perceptions without sound evidence base.

The value in the report lies in its rich analysis. The report is particularly strong in comparing IUCN to other organizations that share some but not all of the same characteristics as IUCN. The report, however, fell short in making operational recommendations about the organization that are really germane to the current organizational development process.

IUCN's understanding of the Report and its Recommendations

The Review focused on the topics of knowledge, the IUCN Commissions, the IUCN niche and the organization's fit-for purpose. Within each topic, the Review team gathered data, drew conclusions and made recommendations.

The Review found that IUCN's unique niche lies in its ability to convene different stakeholders. Other organizations share similar assets, such as policy influencing, generating and using scientific evidence and setting standards. This is also largely how IUCN understands itself. The Appendices to the report contain many useful analyses comparing IUCN to other organizations that share some of the same assets.

The Review examined a wide range of IUCN's knowledge products and raised several fundamental issues related to knowledge generation and use. Useful insights on quality, consistency and branding, data concerns, integrating indigenous knowledge, outcome pathways, integration of knowledge and knowledge product governance provide a roadmap for IUCN's future knowledge work.

The review of the IUCN Commissions was the second major comparative study of Commissions in IUCN's history. And while much progress has been made in serving a range of knowledge-based functions and Commissions are highly valued, there is still the opportunity to improve the functioning of Commissions, facilitate Commission members and ensure that they are well-supported by the Secretariat.

In reviewing IUCN's organizational fit-for-purpose vis-à-vis the issues above, the Review examined a range of issues, including fragmentation and siloing, Member engagement, communications, human resources, fundraising and monitoring and evaluation. Overall, the Review concluded that progress has been made by the Secretariat, but with some specific areas of concern.

As IUCN embarks in a process of organizational change, some of the conclusions and recommendations will be of considerable value. Certainly, the diagnosis of IUCN in comparison to other organizations and observations regarding breaking down silos will be useful in the immediate term. Other findings and recommendations, particularly around knowledge products will fit into longer term programmatic strategies.

IUCN's Response

The headlines

1. **Advancing on our niche** – capitalizing on IUCN's unique value proposition, we are continuing to strategically find and exploit opportunities to convene and mobilize disparate parts of society to meet the challenges of the Sustainable Development Goals through our specialization on biodiversity conservation.
2. **Defining the value proposition for Members** – as a means of accelerating mobilization of Members in delivering real world results and policy influencing under the IUCN Programme and the new Membership Strategy.
3. **Optimizing the power of volunteer Commissions** – by consolidating a standard and comprehensive approach to supporting their work.
4. **Integrating our knowledge** – to create the most complete tools, datasets and evidence base for business, development and conservation decision making and action.
5. **Consolidating our effectiveness and efficiency** – through matrix management that creates global teams with clear purpose, economies of scale and

team-oriented attitude, with a clear focus on measurable results, metrics, outcomes and impact at all levels of the organization.

In order to meaningfully deal with nearly 110 recommendations, they were grouped into a number of categories organized around the three objectives of the Review. For the first two objectives of the Review, the recommendations are grouped by Knowledge Products and Commissions. For the third objective on niche and fit-for-purpose, the recommendations are grouped into the categories of Communications, Private Sector Engagement, Resource Mobilization, Membership and One Programme, Niche and Role, UN Observer Status, Human Resources and Monitoring and Evaluation.

IUCN found that some recommendations nested neatly with others and that in some cases, a single set of actions could meet multiple recommendations. In the tabular format, the nesting of recommendations and response can be seen clearly.

In this narrative, the key actions that IUCN will undertake to meet the findings and recommendations of the report are described.

Knowledge Products

IUCN has recently completed a major planning exercise for 2017-2020. The IUCN Programme 2017-2020 was approved at the World Conservation Congress in September and between October and November 2016, each programme of IUCN produced a workplan. The workplans respond concretely to global targets related to the IUCN Red List of Threatened Species, the IUCN Red List of Ecosystems, the Green Lists of Protected Areas and Species, the Key Biodiversity Areas Standard, People in Nature and the Natural Resources Governance Framework (and associated tools). The workplans speak to knowledge development and use, both in terms of policy influence and creating conservation action. Overlaying the knowledge products is a working group that focuses on ensuring integration across knowledge products by ensuring that standards are compatible and the data and knowledge being mobilized under these standards can “cross-talk” to one another. This set of actions responds to eight recommendations in the report that speak to better planning for knowledge development and use, uptake and integration.

The report also highlights that not all Flagship Knowledge Products are appropriately based on IUCN approved standards. This observation resonates with IUCN staff and, accordingly, the oversight of IUCN Flagship Knowledge Products will be significantly enhanced. The Flagships (RLTS, RLES, Protected Planet, Green List, PIN, HRGF), while still nested in the various Commissions and Secretariat substantive units, will be under the overall oversight of the Director for the Global Species Programme, such that these databases and the associated published reports and assessments can meet the highest standards expected and required by IUCN.

The report stresses the imperative of IUCN knowledge influencing policies, processes, actions and financial resource allocations. This observation is extremely helpful and has spurred a number of initiatives. During the 2017-2020 programme period, IUCN will work with partners to establish platforms for significantly greater integration of the IUCN species and ecosystem based datasets with socio-economic datasets held by other institutions. This should enhance the ability to identify potential correlations and links between ecosystems, on the one hand, and socio-economic well-being on the other.

IUCN will continue to track the development and uptake of IUCN Knowledge Products. As IUCN's knowledge becomes more embedded in the wider world, IUCN will continue to track the ways and means by which its knowledge influences policy regimes, is used to

measure change under environmental conventions, is used to guide investments and action in conservation action, is used by different stakeholder groups, such as the private sector or international financial institutions and how it is used by the research community. The data is compiled into the annual progress reports produced for a variety of audiences. This set of actions responds to seven recommendations which speak to branding and positioning, leveraging knowledge for influence and engaging end-users.

Resourcing for knowledge products is clearly embedded in the IUCN Financial Plan 2017-2020. Funding for development and maintenance of the knowledge and data sets remains an ongoing challenge, one which IUCN is meeting by ensuring that its knowledge is highly relevant and used by the world and by targeting non-traditional donors for support.

Strengthening Science and Economic Knowledge in the IUCN Secretariat. In response to the report recommendations and further to strengthen IUCN's relevance, influence and resonance beyond the conservation sector, the Director General has taken measures to further strengthen the Science and Knowledge Team, establishing the Science and Economic Knowledge Team within the Secretariat. A new Chief Economist will be appointed, who will work in tandem with a Chief Scientist. An IUCN Secretariat Knowledge Committee will be established to – initially – provide oversight and quality review of the Secretariat produced publications and products.

Commissions

The Commission Chairs prepared a joint response to the Review. This is the first time in IUCN's history that the Commissions have responded to any External Review of IUCN.

The Commission Chairs were largely in agreement with the recommendations; however, actions to respond to most recommendations were underway at the time of the report's receipt and are of an ongoing nature.

IUCN is examining how the Secretariat supports Commissions as part of its organizational change work. This will cover recommendations related to Commission communications, joining Commissions, resources for Commissions, covering nine recommendations in the report. The overall aim is to rationalize Secretariat support to Commissions to ensure that administrative support to Commissions is more efficient overall and more effective to Commissions.

Specific measures have been enacted to support the recruitment and orientation of Commission Chairs. In the response, the Commission Chairs noted that the recruitment of Chairs now follows a fairly rigorous procedure and that a major effort has been made in the orientation of new Commission Chairs in the latter half of 2016. Everyone agreed that the orientation of new Commission Chairs was a major gap and this has been corrected.

The Commission Chairs noted and agreed with the recommendations related to Commission functions and structures. As the recommendations did not suggest anything new, more to continue doing what was already working; the Commissions will continue to provide a platform for collaboration, align with the IUCN Programme, integrate new themes, while recruiting specialists and structuring within Commissions to best reflect the work.

The Commissions are now fully integrated into the Council approved planning and reporting framework. The preparation of a more inclusive organizational planning and reporting framework was happening as the External Review was underway.

Communications

IUCN has updated its Communications Strategy and many of its standards and tools.

With the overall aim of strengthening the overall IUCN brand, focusing messages and improving reach, the specific standards and tools related to website governance, media relations, writing for the web, social media, use of photos and IUCN style are intended to create a more standardized approach to communications across the Secretariat.

Similar to other corporate functions, communications officers worldwide now fall under matrix management, so that the distributed communications officers can now work as one team. IUCN sees this as an important step in ensuring high quality communications services and messages.

IUCN continues to revamp its communications content. The IUCN website was completely redone in 2015-16, updating all content and strengthening the organization of the site. The global communications team, while focused mainly on corporate communications works closely with programmatic communicators to ensure that IUCN standards are followed, that the IUCN brand is promoted properly and that all communications are of high quality.

Private Sector Engagement

IUCN will continue to implement the existing Business Engagement Strategy, noting that it enables all of the private sector engagement that IUCN currently seeks. IUCN has updated the Operational Guidelines for Business engagement, covering a range of engagements, including transforming business practices, sponsorship, licensing, donations, commercial use of IUCN data and procurement.

IUCN will continue to seek opportunities to facilitate Independent Scientific and Technical Advisory Panels, both as a means of filling the convening niche and transforming business practices.

Resourcing

Resource Mobilization will continue under the IUCN Council approved fundraising strategy and the Congress approved Financial Plan 2017-2020. Key parts of the resourcing strategy include moving from “retail to wholesale” in terms of programmatic oriented project fundraising and grantmaking to increase the size of the project portfolio, the average size of individual projects and improve alignment across the Secretariat and Commissions. This set of actions responds to eight recommendations.

The grantmaking portfolio is projected to grow from CHF50m in 2017 to CHF174m in 2020 based on projected fundraising with the Global Environment Facility and the Green Climate Fund. As an implementing agency, IUCN will then make grants to executing agencies to do large scale conservation, co-financed by governments.

Similar to other corporate functions; fundraising focal points fall under matrix management and now work as one team. IUCN sees this as an important step in ensuring highly coordinated fundraising efforts.

Membership and One Programme

A new Membership Category for Indigenous Peoples' Organizations was created at the World Conservation Congress in 2016. Supporting work will be undertaken by IUCN Council in 2017 to start to invite interested organizations to apply for Membership in that category.

The proposal to create a Membership Category for Local and Regional Authorities was not approved by the World Conservation Congress in 2016, although the notion can be considered at a future Congress. To start, Council will establish a working group in 2017.

A new Membership Strategy will be developed in 2017, and will include a clear value proposition for different categories of Members.

Our understanding of One Programme engagement continues to improve with new data in the Project Portal. With guidance going back to 2012, the individual programmes have been planning for and providing data on engagement of Members, Commissions and National and Regional Committees. In 2016, the new Project Portal was activated and more than 700 project records entered, with a more complete picture of how Members and Commissions are engaged in delivering the Programme. All of the project data is cross-referenced with the Sustainable Development Goals. In the intersessional period, IUCN will enable voluntary reporting for Members within the Portal.

Other Niche and Fit-for Purpose

There were a small number of recommendations that did not fit the other categories:

- **Niche:** IUCN continues to fulfil its unique niche of convening through a range of specific actions, for example, through Congresses and Regional Conservation Fora, through Independent Scientific and Technical Advisory Panels, through a range of policy influencing efforts and through the generation and use of knowledge, all of which bring together Members, Commissions and other key partners.
- **Human Resources:** the review recommended a skills audit to support the evolution of IUCN, however, **the upgrades to the Human Resources function well exceed that recommendation**, focusing on a wide range of HR functions.
- **Monitoring and Evaluation:** IUCN is continuing to upgrade its ability to monitor the Programme through the development of a set of global indicators and baseline, against which all projects will report in the new Project Portal.

Areas of Disagreement

There were very few areas of disagreement, which are noted below.

Knowledge products and IUCN Standards: IUCN did not completely agree that all knowledge products should be tied to an IUCN Standard. In the response, we note that there are currently four knowledge products mobilized under an IUCN Standard, which include the IUCN Red List of Threatened Species, the Key Biodiversity Areas standard, the IUCN Red List of Threatened Ecosystems and IUCN's work on Protected Areas. Two other areas of knowledge work – People in Nature and the Natural Resources Governance Framework do not currently fall under an IUCN Standard and it is difficult to imagine when and if they will.

Commission Chairs as employees: the Commission Chairs disagree with the recommendation to support the Chair full-time, thereby making the Chair an employee of IUCN, preferring to maintain the independence of the Chair.

Commission Mandates and Statutory Change: the Review recommended a major statutory change to end the practice of approving Commission mandates as part of a discussion on the continued existence of the Commissions. Quoting the response by the Chairs: “This recommendation includes a misconception. Under the present rules, 90 days after the close of each Congress the membership elapses but not the Commission itself. To stop a Commission, Congress has to dissolve it. We believe that the focus of the Congress should indeed be on the Mandate as this is the higher level strategic statement of each Commission. The oversight by Council should be on the annual workplan and budget of each Commission.

A new Private Sector Strategy: IUCN does not agree to develop a new strategy, but instead to implement the existing one, as it provides an adequate framework within which to work. Instead, IUCN has focused on operational guidelines across different types of engagement.

More effective use of the UN Observer Status: while more can always be done, IUCN disagrees with the recommendation as it implies that IUCN has not effectively used the UN Observer Status. There are numerous examples of where IUCN has effectively used the UN Observer Status (influence in the Sustainable Development Goals process) and plans to do so in the future. IUCN has recently appointed a new Permanent Observer to the UN and plans to increase visibility with the UN in Geneva.

Situating the Management Response to the External Review in wider Organizational Change

IUCN is having to respond to fundamental shifts in donor resource allocation modalities, most notably with respect to framework funding. Since 2008 this funding source, which historically has been used to underpin IUCN’s core programmatic activities, has declined by 40% and is set to be reduced by another third by the end of 2017. This means that framework funding will have gone from contributing almost 25% of IUCN annual turnover to less than 10% over the course of two intersessional programming periods.

To address this situation, IUCN’s senior management carried out a detailed analysis of its corporate, thematic and regional structures. Presented in August 2016 at the 90th meeting of Council, this sets a course for exploiting opportunities for meaningful efficiency gains. Individual working groups have since been established to further explore how to make IUCN more efficient, effective and impactful as well as to find cost savings. Working groups have been tasked with identifying, by the end of the year, concrete recommendations regarding:

- the provision of corporate services to global programmes
- the provision of corporate services to regional programmes
- support to Commissions
- continuous process improvement and priority IT investments
- cost recovery management
- programme design and implementation
- organisational design

A comprehensive package of changes will be rolled out, starting in Q1 2017. The objective of this package is to help IUCN respond effectively to shifts in the financial outlook caused by reductions in unrestricted framework funding as well as ensure increased value to IUCN Members and delivery of conservation results.

As in all such exercises, the process matters greatly. Every effort has been made to ensure that the process is as transparent, inclusive and fair as possible. This includes, open communication with staff, active participation of staff -- from across all levels and locations of the Secretariat -- in the working groups, and the establishment of a third-party confidential mechanism for staff to voice concerns, questions and suggestions. This architecture should ensure the best chances of building a relevant and stable IUCN.

External Review of IUCN 2015 Management Response

Updated 01.11.2016

Overall response to the External Review of IUCN

IUCN welcomes the findings and recommendations of the External Review of IUCN 2016. This important review contributes to the organizational development of IUCN and confirms to IUCN's framework partners the continued relevance and effectiveness of IUCN as an agent of change for sustainable development and conservation.

This Review arrived at a time of great change for IUCN, as a significant proportion of core resources declined. This has necessitated a process to create a more Stable and Relevant IUCN. As such the findings and recommendations of this Review do not directly address those changes, but are complementary to the future of

A note on reading this Management Response

Strategic recommendations are implemented through the Operational Recommendations. The focus of this management response is on the operational recommendations, which allows us to show the specific reactions and proposed actions to address the recommendations.

As there are well over 100 Operational Recommendations, many of which overlap, these have been grouped: by knowledge products, Commissions and Fit-for-Purpose of the Organization, including Communications, Private sector engagement, Resource mobilization, Membership & One Programme, and Other – niche & role, UN Observer Status, Human Resources, in order to simplify the response. There are also many examples of where multiple recommendations can be addressed with one specific action.

This management response is issued by the Director General. Recommendations directed at the Commissions, however, are responded to by the Commission Chairs.

Evaluation recommendation #**Knowledge Products** 3.1-3.6, 4.1-4.4, 5.1-5.10, 6.1-6.5**Management response** (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons.

The recommendations can further be grouped as:

1. Planning for and implementing the development of knowledge products (3.4, 5.1, 5.2, 5.3, 5.5, 5.6, 6.2, 6.3) - all AGREED
2. Use of knowledge products (3.1, 3.2, 5.6, 5.7, 5.8, 5.9, 5.10) - all AGREED
3. Fundraising for knowledge products (3.6, 6.4) - AGREED
4. IUCN Standards and knowledge products recommending that all knowledge products should be based on IUCN Standards and peer reviewed (3.3, 4.4) - PARTIALLY AGREED (3.3), AGREED (4.4, 6.1)
5. Monitoring uptake and use of IUCN knowledge products (5.4) - AGREED
6. Inclusion of Indigenous and Traditional Knowledge in IUCN knowledge products (3.5, 4.3) - AGREED
7. Publication of knowledge products in all three official languages (5.11) - PARTIALLY AGREED
8. Support and oversight of the development of the Natural Resource Governance Framework (6.5) - AGREED

General response:

- The IUCN Programme 2017-2020 will deliver areas of knowledge development around the IUCN Red List of Threatened Species, Protected Planet and other protected areas knowledge, including the IUCN Green List of Protected Areas, the Key Biodiversity Areas Standard, the IUCN Red List of Ecosystems, natural resource governance tools and People in Nature (formerly known as Human Dependency on Nature).
- As of 2017, the IUCN Red List of Threatened Species, the IUCN Red List of Ecosystems, the Key Biodiversity Areas Standard and Protected Planet are fully developed under agreed IUCN standards. Development of natural resource governance tools and People and Nature is likely to be ongoing.
- IUCN has a multi-department working group on "products and data mobilized through IUCN standards" that meets regularly to coordinate and sort issues. A part of the work of this group will be focused on end-user, both internally and externally.
- Based on work since the review IUCN has determined that "Flagship Knowledge Products" will refer to finalized products, including the two Red Lists, KBAs, and PP, which are "data and knowledge products mobilised against IUCN standards", and we differentiate the PIN or NRGF, as not yet completed. What is meant by a "programmatic knowledge product" will require discussion and definition.

Key actions planned	Covers recommendations	Expected completion date	Directly Responsible Individual	Implementation		
				Implementation stage	Actions taken	Supporting documents
1. Planning for knowledge products - the IUCN Programme and unit level workplans have all specified plans for the development, use and intended uptake of the Red Lists, Protected Planet, the Green Lists, Key Biodiversity Areas, People in Nature and the Natural Resource Governance Framework	3.4, 5.1, 5.2, 5.3, 5.5, 5.6, 6.2, 6.3)	Various - the Red List of Species is an ongoing process, the Red List of Ecosystem is projected for completion by 2015, the Key Biodiversity Area designation by 2020. The Green Lists, People in Nature and the NRGF are just starting	Directors, Biodiversity Conservation Group, Nature-based Solutions Group	Underway	1. Red List of Species standard agreed and assessments ongoing with use in conservation planning, conservation investment, policy formulation and monitoring, conservation action 2. Red List of Ecosystem standard agreed and assessments underway 3. Key Biodiversity Areas Standard agreed and designations underway 4. Green List, PIN and NRGF work initiated	IUCN Programme 2017-2020, numerous scientific publications related to the knowledge products, individual programme workplans 2017-2020, outputs of interdepartmental working group on "Products and Data Mobilized through IUCN Standards"
2. Use of IUCN knowledge products - this is an ongoing area of work, well described in the IUCN Programme 2017-2020 and unit level workplans	3.1, 3.2, 5.6, 5.7, 5.8, 5.9, 5.10	Ongoing	PM&E and Directors, Biodiversity Conservation Group, Nature-based Solutions Group	Underway	1. Integration of knowledge and data into key policy processes - SDGs, CBD, Aichi Targets, CITES, CMS, Ramsar, IPBES are examples - often guiding decision making and monitoring 2. Promotion of use of knowledge for conservation investment - Global Environment Facility 3. Private sector decision making - through IBAT (Integrated Biodiversity Assessment Tool) covering 50+ major corporations 4. Protected Areas establishment, governance, management effectiveness by national parks agencies 5. Conservation researchers	IUCN Programme 2017-2020, work programmes, indicator sets and monitoring reports of SDGs, CBD, Aichi Targets, CITES, CMS, Ramsar, IPBES, etc.; GEF work programme, citations of knowledge products in the scientific literature
3. Fundraising for knowledge products -	3.6, 6.4	Ongoing	Various - as above (2)	Underway	Fundraising for knowledge products included in the IUCN Financial Plan 2017-2020	IUCN Financial Plan 2017-2020

Key actions planned	Covers recommendations	Expected completion date	Responsible unit	Implementation		
				Implementation stage	Actions taken	Supporting documents
5. Monitoring uptake/use of knowledge product	5.4	Annually, 2017-2020	PM&E	Underway	Annual reports are compiled each year based on the Programme from reports provided by each unit. From 2017, this will be significantly supplemented by data from the Project Portal	Annual reports
6. Inclusion of Indigenous and Traditional Knowledge in knowledge products	3.5, 4.3	Ongoing	See (2) above	Underway	ITK is already being included under the RLS with data on species use; ITK will feature prominently in work on PIN and NRGF	Red List of Threatened Species database
7. Publication of knowledge products in three official languages	5.11	This recommendation is only partially agreed. Resource constraints and practical concerns (e.g. the sheer amount of rapidly changing data under the RLS)	See (2) above	Underway	Many major publications have been translated in to French and Spanish, but resources are a constraint	
8. Support and oversight of the NRGF	6.5	2016 and ongoing	Director, Nature-based Solutions Group	Completed	Leadership of the NRGF was changed in 2016	

Evaluation recommendation #						
Commissions 7.1-7.4, 8.1-8.6, 9.1-9.5, 10.1-10.7						
Commission Chairs' response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons. Note: this is summarized from the "Joint Response of IUCN Commissions to Operational Recommendations in the IUCN External Review 2015)						
The recommendations can be grouped as such:						
1. Commission functions (7.1, 7.2, 7.3) - AGREED, although already done						
2. Commissions communications (8.3, 8.4, 8.5) - AGREED						
3. Joining Commissions (8.2, 8.6) - PARTIALLY AGREED, Commissions do not see that a standard process for joining a Commission is possible, although a unified online platform would be useful						
4. Structure of Commissions (8.1, 10.1) - AGREED, already happening						
5. Resources for Commissions (9.1, 10.3, 10.4, 10.5) - DISAGREE that Commission Chairs should become employees of IUCN (9.1), AGREE on how Commissions should be supported by the Secretariat						
6. Commission Chairs' recruitment and orientation (9.2, 9.3, 9.4, 9.5) -AGREED, as this is already happening						
7. Planning and Reporting for Commissions (10.6) - AGREED						
8. Statutory change on WCC approval of mandates (10.7) - DISAGREED, this recommendation is based on a misunderstanding of WCC rules						
Key actions planned	Covers recommendations	Expected completion date	Directly Responsible Individual	Implementation		
				Implementation stage	Actions taken	Supporting documents
1. Commission functions - providing platforms and forums, integrating new issues, aligning to the IUCN Programme	7.1, 7.2, 7.3	Ongoing	Commission Chairs	Underway	Commissions routinely provide a platform for collaboration, align with the IUCN Programme through joint workplanning and implementation and integrate new themes (recent examples include systemic pesticides, sustainable use, access and benefit sharing, key biodiversity areas)	Various
2. Commission communications	8.3, 8.4, 8.5	Ongoing	Commission Chairs	Underway	CEC has agreed to develop a communications strategy for all Commissions	
3. Joining Commissions	8.2, 8.6	Ongoing	Commission Chairs	Underway	Designing a unified online platform to guide prospective Members through the process of joining would be a joint responsibility of the Chairs, the Union Development Group and the Information Systems Group	
4. Structure of Commissions	8.1, 10.1	Ongoing	Commission Chairs	Underway	As this is already done, no new actions anticipated in terms of membership and specialist groups	
5. Resources for Commissions,	9.1, 10.3, 10.4, 10.5	Ongoing	Commission Chairs, Director General	Underway	Pending actions (1) agree on reasonable support (2) ensure that Secretariat focal points have TORs which reflect "reasonable support" (3) Reorganization of Commission support pending	
6. Commission Chairs' recruitment and orientation	9.2, 9.3, 9.4, 9.5	2016	Commission Chairs	Completed	Orientation of Commission Chairs has already happened (in 2016-17)	
7. Planning and reporting for Commissions	10.6	2016	Council	Completed	Council approved reporting framework in 2016	

Evaluation recommendation #**Communications:** 1.1, 1.3, 13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 13.7, 13.8, 13.9

This set of recommendations covers:

1. Branding (1.1, 5.7 and 13.8)
2. Communications strategy and tools (1.3, 13.1, 13.8)
3. Content of communications (7.4, 13.4, 13.5, 13.6, 13.7, 13.9)
4. How IUCN's Communications will organize itself (13.2)

Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons.

IUCN is in agreement with all recommendations.

Key actions planned	Covers recommendations	Expected completion date	Responsible unit	Implementation		
				Implementation stage	Actions taken	Supporting documents
1. Branding: IUCN has revamped its website content and published the new IUCN Programme 2017-202	1.1, 5.7	Ongoing	Communications	Underway	Update to website, niche statement	Website
2. Communications strategies and tools: IUCN will publish its revised Communications strategy in 2017	1.3, 13.1	End 2016	Communications	Underway	Strategy revised	Global Communications Strategy
2. con't: Many communications standards and rools have been revised: website governance policy, media relations policy, writing for the web, IUCN style guide, social media policy, photo policy	13.8	Mid 2017	Communications	Underway	All except photo policy have been updated	Various communications standards
3. Content of communications: this encompasses a variety of daily work of Global Communications to strengthen its communications to various audiences and the accuracy of its content	7.4, 13.4, 13.5, 13.6, 13.7, 13.9	Ongoing	Communications	Underway		
4. How Communications will organize itself	13.2	Ongoing	Communications	Underway	Matrix management of all corporate communications staff enabled in 2016	None

Evaluation recommendation #

Private sector: 2.1, 2.2, 2.3

1. Private sector engagement strategy (2.1)
2. Technical Advisory Panels (2.2)
3. Engagement with industry representatives (2.3)

Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons.

IUCN fully agrees with 2.2 and 2.3, partially agrees with 2.1 (see below)

Key actions planned	Covers recommendations	Expected completion date	Responsible Unit	Implementation		
				Implementation stage	Actions taken	Supporting documents
1. While IUCN will not update its Private Sector Engagement Strategy, it will continue to implement the Strategy. IUCN has also recently updated its Operational Procedures for Business Engagement covering transforming business practices, sponsorship, licensing, donations, commercial use of IUCN data and procurement	2.1	2016	Business & Biodiversity	Completed	Updated Operational Procedures	Operational Procedures for Business Engagement
2. Scientific and Technical Advisory Panels	2.2	2016 and ongoing	Business & Biodiversity	Underway		

Evaluation recommendation #						
Resource Mobilization (11.3, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.7, 15.8, 15.9, 15.10)						
Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons.						
The recommendations can be grouped as such:						
1. Fundraising strategy, covering from whom IUCN will seek resources and the overall strategy) (11.3, 15.2, 15.3, 15.4, 15.5, 15.7, 15.8, 15.9) - AGREED						
2. Grantmaking (15.6) - AGREED						
3. Role of Strategic Partnerships (15.1) - AGREED (although resources to fund this function are scarce)						
4. Improving client orientation as a resourcing strategy (15.10) - AGREED						
Key actions planned	Covers recommendations	Expected completion date	Responsible Unit	Implementation		
				Implementation stage	Actions taken	Supporting documents
1. IUCN's resource mobilization operates under a Council approved fundraising strategy and a Congress approved Financial Plan for 2017-2020. Key parts of the resourcing strategy include moving from "retail to wholesale" in terms of programmatic oriented project fundraising and grantmaking to increase the size of the project portfolio, the average size of projects and improve alignment across the Secretariat and Commissions	11.3, 15.2, 15.3, 15.4, 15.5, 15.7, 15.8, 15.9	Ongoing	Director General	Underway	Approval of IUCN Financial Plan 2017-2020; implementation of Council approved Fundraising Strategy, specific actions to engage potential new framework partners, US Foundations, high net worth individuals, international financial institutions; seeking international organization status under the European Union	IUCN Financial Plan 2017.2020
2. Grantmaking	15.6	Ongoing	GEF Coordination Unit	Underway	Continued engagement with the GEF and GCF, projected portfolio growth from CHF50m in 2017 to CHF 174m in 2020	IUCN Financial Plan 2017.2020
3. Role of Strategic Partnerships	15.1	Ongoing	Strategic Partnerships	Underway	Matrix management of fundraising focal points; coordination of key engagements with international financial institutions	
4. Improving client orientation	15.1	Ongoing	Director, Biodiversity Conservation Group	Underway	Next generation of IBAT in preparation	

Evaluation recommendation #						
Membership and One Programme (12.1, 12.2, 11.1, 11.2, 11.4, 11.5)						
Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons.						
The recommendations can be grouped as such:						
1. Creating new categories of Membership(12.1) - AGREED						
2. Developing a new Membership Strategy (12.2, 11.4) - AGREED						
3. Delivering on the One Programme Charter through the IUCN Programme (11.1, 11.2, 11.6) - AGREED						
Key actions planned	Covers recommendations	Expected completion date	Responsible Unit	Implementation		
				Implementation stage	Actions taken	Supporting documents
1. Creating new categories of Membership for Indigenous Peoples' Organizations	12.1	2017	Union Development Group	Underway	WCC voted to create a new category of membership for Indigenous Peoples' Organizations. Council will ratify the change in 2017 in the Regulations	WCC Proceedings
for Local and Regional Authorities	12.1	2021?	Union Development Group	Underway	WCC did not vote to create a new category for local and regional authorities, but will reconsider a new proposal at the 2020 WCC, which would then be ratified in 2021 if the vote is positive	
2. Develop a new Membership Strategy	12.2, 11.4	2017	Union Development Group	Underway	Just starting	
3. Delivering on the One Programme Charter through the IUCN Programme	11.1, 11.2, 11.3	Ongoing	Director General	Underway	The IUCN Programme and unit workplans specific how Commissions and Members are to be engaged. Data on actual engagement is captured through the Project Portal	IUCN Programme 2017-2020, Project Portal

Evaluation recommendation #						
Role & Niche: 1.2						
Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons. AGREED, IUCN has taken several recent actions to strengthen convening aspect (see below)						
Key actions planned	Covers recommendations	Expected completion date	Responsible Unit	Implementation		
				Implementation stage	Actions taken	Supporting documents
World Conservation Congress and Regional Conservation Fora	1.2	2016	Union Development Group	Completed	Convened Members in WCC and RCFs in all regions	WCC documentation
Independent Scientific and Technical Advisory Panels - various - bring together scientific expertise and private sector (e.g. Western Gray Whale Advisory Panel, Niger Delta Panel)	1.2	Ongoing	Business & Biodiversity	Underway	Convened Commission members and other scientists with private sector on different issues	Business & Biodiversity website
Policy influencing - IUCN's strategy convenes Members and Commissions in influencing a range of policy processes such as the SDGs, CBD, UNFCCC, WHC, CITES, etc	1.2	Ongoing	Directors, Biodiversity Conservation Group, Policy and Programme Group	Underway	As described	
Knowledge- IUCN convenes Commission Members in the development of knowledge and data under IUCN standards	1.2	Ongoing	Directors, Biodiversity Conservation Group, Nature-based Solutions Group	Underway	Includes the RLS, RLE, KBA, PP, NRGF and PIN	

Evaluation recommendation #						
UN Observer Status (1.4)						
Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons. While there could always be more use of the UN Observer Status, this recommendation is DISAGREED, as there are numerous examples of effective engagement - e.g. the SDG process						
Key actions planned	Covers recommendations	Expected completion date	Unit responsible	Implementation		
				Implementation stage	Actions taken	Supporting documents
Building on SDG engagement, UN Permanent Observer has planned for many new events in and around the UNGA	1.4	Ongoing	UN Permanent Observer	Underway		

Evaluation recommendation #						
Human Resources (14.1)						
Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons. AGREED, although actions go well beyond the recommendation						
Key actions planned	Covers recommendations	Expected completion date	Unit Responsible	Implementation		
				Implementation stage	Actions taken	Supporting documents
Upgrade of HR policies and tools	14.1	2017	Human Resources	Underway	Review of various HR policies and tools: talent acquisition, compensation, international mobility, expatriates, end of employment & retirement, internships, leaving HQ, maternity leave & adoption, JPOs; updated approach to performance management, skills audit underway	Various

Evaluation recommendation #						
Monitoring & Evaluation 16.1-16.6						
Management response (Agree, Partially Agree, Disagree). If recommendation is rejected or partially accepted, report reasons. Recommendations can be grouped as such: 1. Monitoring (16.1, 16.3, 16.4) - AGREED 2. Learning (16.2, 16.5) - AGREED, but dependent on resources (specific actions not planned) 3. Increasing the M&E budget - AGREED, but unlikely (specific actions not planned)						
Key actions planned	Covers recommendations	Expected completion date	Responsible Unit	Implementation		
				Implementation stage	Actions taken	Supporting documents
1. Monitoring - links to IUCN Programme, collaborative monitoring	16.1, 16.3	2017	PM&E	Underway	Based on the 30 targets of the IUCN Programme 2017-2020, have engaged 60 experts from the Secretariat and Commissions to guide the process of indicator development, baselines and then monitoring	
1. Monitoring - engaging Members	16.4	2019	PM&E	Underway	Future phase of the Programme/Project Portal will include an area for IUCN Members to provide voluntary reporting, linked to the Programme Results and Targets (which are in turn, linked to the SDGs and Aichi Targets)	



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.3.3.1

8th Meeting of the Governance and Constituency Committee

Approval of membership applications, including applications deferred from the previous Council

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to **MAKE A RECOMMENDATION** to Council on:

- a. 28 new membership applications, which have received no objections from IUCN Members and fulfill the requirements of the IUCN Statutes and Regulations;
- b. 3 membership applications which received objections from IUCN Members in 2016 and which the 2012-2016 Council at its 90th Meeting (August 2016) deferred to the next Council for decision (decision C/90/3).

Background

The application and admission process for any organisation/institution interested in becoming an IUCN Member is regulated by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

Consideration of the membership applications

The Governance and Constituency Committee is invited to consider the 31 membership applications and to make a recommendation to the 92nd meeting of Council. As per the admissions process, all applications were shared with IUCN Members. 28 of the Membership applications received no objections, while 3 applications received a number of objections from IUCN Members in 2016. These 3 applications with objections were discussed by the Governance and Constituency Committee by email correspondence in July and August 2016 and by the 90th Council in Hawai'i, which decided to defer to the 92nd meeting of Council in February 2017 a decision regarding the admission of these organisations. The full list of applications, including reference to letters of endorsement is available as **Annex 1** below.

1. Twenty-eight new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations

The Governance and Constituency Committee is requested to make a recommendation to Council on the 28 new membership applications which have received no objections from IUCN Members. See **Annex 1 hereafter** for the list of applications. Click on the link in the right hand column to open the application form with the information provided by each applicant.

These 28 applications were submitted by the deadlines of 30 June and 30 September 2016 and circulated to IUCN Members on 17 November 2016. Members with voting rights had until 15 December 2016 to submit an objection (Regulation 15).

Note that one of the applicants, the International Centre for Research on Agroforestry (ICRAF) from Kenya, which had applied for membership in Category B -National NGO, has changed its mind in December 2016 because of the high membership dues that they would have to pay in dues group 9 (CHF 21,412) and is now applying as Affiliate (CHF 2,678).

2. Three membership applications, which received objections from IUCN Members in 2016.

On the recommendation of the Governance and Constituency Committee, the Council, at its 90th meeting of 31 August 2016, decided to defer the consideration of the following three applications to the next Council. For the decision and its rationale, see the summary [minutes of the 90th Council meeting](#). In the table below, click on the link in the right hand column to open the application form with the information provided by each applicant, the assessment form completed by the Secretariat and the endorsement letters.

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application and endorsement letters
North America and the Caribbean	29	International Fund for Animal Welfare	IFAW	United States of America	IN	1) GA/999 US Fish & Wildlife Service (FWS), United States of America 2) IN/195 Wildlife Conservation Society, United States of America 3) IN/216 World Association of Zoos and Aquariums, Switzerland 4) NG/25287 Wildlife Trust of India, India 5) NG/25427 Freeland, Thailand 6) NG/454 Royal Society for the Conservation of Nature, Jordan 7) NG/515 Natural Resources Defense Council, United States of America	IFAW
South and East Asia	30	Tajjijn (AITA Foundation)	AITA	China	NG	1) NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China 2) NG/25044 All-China Environment Federation, China	AITA
West Asia	31	Window to Environment Association	WTEA	Lebanon	NG	1) NG/1489 Arab Office for Youth and Environment, Egypt 2) NG/1263 Society for the Protection of Nature in Lebanon, Lebanon	WTEA

G: National non-governmental Organisations

IN: International Non-governmental Organisations

These three applications were submitted by the deadline of 31 March 2016 and circulated to IUCN Members on 10 June 2016. Members with voting rights had until 8 July 2016 to submit an objection (Regulation 15). The following number of objections was received:

- **6 objections** to the membership application from the **International Fund for Animal Welfare, USA (IFAW)**

IFAW already applied for membership in 1993 and their application was rejected by the 40th Council meeting in 1994. An appeal against the Council decision was considered by the 1996 World Conservation Congress in Montreal. The appeal not only failed to receive the required 2/3 majority votes in order to reverse the Council decision, it was also rejected by a majority of votes

in each house. All historical information is available [here](#).

It is recommended to consider in this regard the endorsement letters provided by IFAW when they re-applied in 2016 (**click on the link in the right hand column of the table above or through Annex 3**), as well as the response of more than 50 pages from IFAW to the objections received (**Annex 3 hereafter**) – summary of objections is also provided as **Annex 2**.

It is important to note that Article 11 of the Statutes provides that "*If an applicant whose membership has once been rejected by the World Congress again applies and Council recommends admission, then such re-application shall be submitted to the World Congress for decision*".

Accordingly, if Council is in favour of their admission, the decision would have to be made by the 2020 Congress or before 2020 by an electronic vote of IUCN Members, as per Article 94 of the Statutes. The latter is the preferred option of the Secretariat given that IFAW initially submitted its application almost one year ago, in March 2016.

- **2 objections** on the membership application from Tajjijin (AITA Foundation), China
- **2 objections** on the membership application from Window to Environment Association, Lebanon

In line with Regulation 17, the three applicants were given 3 weeks (until 8 August 2016) to provide a reply to the objections raised.

A summary of the objections received is available as **Annex 2 hereafter**. The full content of the objection letters received from Members and the replies received from the two applicants can be viewed in **Annex 3 hereafter**.

As part of the due diligence process, the Membership Unit consulted the relevant Regional Directors and National Committees. Their feedback is available as **Annex 4 hereafter**.

Process undertaken with the Governance and Constituency Committee and Council in 2016

26 July 2016

The Governance and Constituency Committee (GCC), having reviewed by email correspondence between 18 and 25 July 2016 the three membership applications, amongst others, deferred its consideration of the applications which received objections (International Fund for Animal Welfare, Tajjijin (AITA Foundation) and Window to Environment Association) until the IUCN Secretariat reports back to the GCC with the results of the consultation of the applicants on the objections received in accordance with Regulation 17.

12 August 2016

The replies from the applicants were received and communicated to GCC, which recommended to Council to defer the consideration of the three applications which received objections until the Secretariat reports back to the Governance and Constituency Committee (GCC) with the additional information requested by GCC.

The documents received by GCC includes the membership applications, the assessment form completed by the Secretariat, the Statutory documents and/or the endorsement letters submitted by IUCN Members in order with the payment of their dues, letters of objection and the replies from the applicants.

31 August 2016

In Hawai'i, the 90th meeting of Council took the following decision (C/90/3):

"The IUCN Council, on the recommendation of the Governance and Constituency Committee defers the applications for IUCN membership from International Fund for Animal Welfare (USA) to the next Council for decision".

IUCN Statutory region	#	Organization name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Initiatives pour le Développement Intégré Durable (Initiatives of Integrated and Sustainable Development)	IDID	Benin	http://www.ididong.org	NG	1) NG/25315 Benin Environment and Education Society, Benin 2) NG/25569 ACTION Plus, Benin	IDID
	2	Service d'Appui aux Initiatives Locales de Développement (Support Service to Grassroots Development Initiatives)	SAILD	Cameroon	http://www.saild.org	NG	1) NG/25315 Benin Environment and Education Society, Benin 2) NG/24648 ONG Donko, Mali (Donko NGO)	SAILD
	3	International Centre for Research on Agroforestry	ICRAF	Kenya	http://worldagroforestry.org	AF	1) NG/24738 The Environmental Conservation Trust of Uganda, Uganda 2) NG/24695 NatureKenya, Kenya 3) AF/25105 Center for International Forestry Research, Indonesia	ICRAF
Meso and South America	4	Associação de RPPNs e Outras Reservas Privadas de Minas Gerais (Association of Private Nature Reserves of Minas Gerais - Brazil)	ARPEMG	Brazil	http://www.arpemg.com.br	NG	1) NG/1230 Fundação Biodiversitas, Brazil (Biodiversity Foundation) 2) NG/23173 Instituto o Direito por um Planeta Verde, Brazil (Law for a Green Planet Institute)	ARPEMG
	5	Instituto Espinhaço - Biodiversidade, Cultura e Desenvolvimento Socioambiental (Institute Espinhaço- Biodiversity, Culture and Environmental Development)	Instituto Espinhaço	Brazil	http://www.institutoespinhaco.org.br	NG	1) NG/1092 Fundação Museu do Homem Americano, Brazil (American Man Museum Foundation) 2) NG/23173 Instituto O Direito por um Planeta Verde, Brazil (Law for a Green Planet Institute)	InstitutoEspinhaço
	6	WRI Brasil	WRI Brasil	Brazil	http://www.wribrasil.org.br	NG	1) NG/23173 Instituto O Direito por um Planeta Verde, Brazil (Law for a Green Planet Institute) 2) NG/25326 Centro de Pesquisas Ambientais do Nordeste, Brazil (Center for Environmental Research of Northeast)	WRI
	7	Así Conserva Chile	ACCh	Chile	http://www.asiconservachile.org	NG	1) NG/24780 Universidad para la Cooperación Internacional, Costa Rica (University for International Cooperation) 2) NG/306 Comité Nacional pro Defensa de la Fauna y Flora, Chile (Comité Nacional pro Defensa de la Fauna y Flora)	ACCh
	8	Fundación para la recuperación y fomento de la Palma Chilena (Recovery and promotion of Chilean Palm Foundation)	FURPACH	Chile	http://www.fundacion.cl	NG	1) NG/306 Comité Nacional pro Defensa de la Fauna y Flora, Chile (Comité Nacional pro Defensa de la Fauna y Flora) 2) TNC, Chile on behalf of NG/194 The Nature Conservancy, United States of America	FURPACH
	9	Derecho, Ambiente y Recursos Naturales (Law, Environment and Natural Resources)	DAR	Peru	http://www.dar.org.pe	NG	1) NG/25392 Asociación Amazónicas por la Amazonia, Peru (Association of Amazonians for the Amazon) 2) NG/25429 Centro de Conservación, Investigación y Manejo de Áreas Naturales - Cordillera Azul, Peru (Center of Conservation, Research and Management of Natural Areas - Cordillera Azul) 3) NG/25587 Centro para el Desarrollo del Indígena Amazónico, Peru (Center for Amazonian Indigenous Development)	DAR
North America and the Caribbean	10	Florida Association of Zoos & Aquariums, Inc.	FAZA	United States of America	http://www.faza.org	NG	1) NG/170 Association of Zoos and Aquariums, United States of America 2) IN/195 Wildlife Conservation Society, United States of America	FAZA
	11	International Wildlife Crimestoppers, Inc.	IWC	United States of America	http://www.wildlifecrimestoppers.org	NG	1) IN/24890 Conservation Force, USA 2) NG/25500 Dallas Safari Club, USA	IWC
	12	Wildlife Protection Solutions	WPS	United States of America	http://www.wildlife protectionsolutions.org	NG	1) NG/550 World Wildlife Fund, United States of America 2) NG/912 Wild Foundation, United States of America	WPS
	13	Yellowstone to Yukon Conservation Initiative	Y2Y	United States of America	http://www.y2y.net	IN	1) NG/1091 Canadian Parks and Wilderness Society, Canada 2) IN/195 Wildlife Conservation Society, United States of America	Y2Y
South and East Asia	14	Community Development Centre	CODEC	Bangladesh	http://www.codecbd.org	NG	1) NG/22487 Nature Conservation Management, Bangladesh 2) NG/24835 Shushilan, Bangladesh	CODEC
	15	Fisheries Action Coalition Team	FACT	Cambodia	http://www.fact.org.kh	NG	1) NG/24839 Culture and Environment Preservation Association, Cambodia 2) NG/24670 Mlup Baiton, Cambodia (Green Shade)	FACT
	16	Beijing Xicheng District Evergreen Center For Sustainable Development	Evergreen	China	http://www.evergreen.org.cn	NG	1) NG/25520 China Green Carbon Foundation, China 2) NG/25480 China Biodiversity Foundation and Green Development Foundation, China	Evergreen
	17	Guangdong Operation Earth Environmental Service Center	OE	China	www.operationearth.org	NG	1) NG/25372 Biodiversity Committee, the Chinese Academy of Sciences, China 2) NG/25480 China Biodiversity Conservation and Green Development Foundation, China	OE
	18	Haikou Municipal Government	HKMG	China	http://www.haikou.gov.cn/	GA	N/A	HKMG
	19	Biodiversity And Nature Conservation Association	BANCA	Myanmar	http://www.banca-env.org/	NG	1) NG/25331 Forest Resource Environment Development & Conservation Association, Myanmar 2) NG/25335 Friends of Wildlife, Myanmar	BANCA

**Membership Applications
to be considered by the IUCN Council in February 2017**

IUCN Statutory region	#	Organization name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	20	Princess Alia Foundation	PAF	Jordan	http://www.princessaliafoundation.org/	NG	1) NG/22579 The Royal Marine Conservation Society of Jordan, Jordan 2) NG/25537 Sustainable Development of Agricultural Resources, Jordan	PAF
	21	Biodiversity and Environmental Research Center	BERC	Palestine	http://www.berc.ps/	NG	1) NG/25469 The Environmental Education Center of the Evangelical Lutheran Church in Jordan and the Holy Land, Palestine 2) NG/25456 The Applied Research Institute - Jerusalem Society, Palestine	BERC
East Europe, North and Central Asia	22	Nauchnoe obshchestvo Tetis (Научное общество "Тетис") - (Tethys Scientific Society)	Tethys	Kazakhstan	www.facebook.com/sctethys/	NG	1) NG/22734 Environmental Education Center Zapovedniks, Russia 2) NG/25168 Youth Ecological Movement, Kyrgyzstan	Tethys
	23	Fundatia Carpati (Carpathian Wildlife Foundation)	CWF	Romania	http://www.fundatiacarpati.ro/?lang=en	NG	1) NG/25575 Center for Large Landscape Conservation, United States of America 2) NG/25059 Armenian Society for the Protection of Birds, Armenia	CWF
West Europe	24	SHARKPROJECT Germany e.V.		Germany	http://www.sharkproject.org	NG	1) NG/25243 Foundation for the Preservation of Wildlife and Cultural Assets, Armenia 2) NG/25420 Zoologische Gesellschaft für Arten- und Populationsschutz e.V., Germany (Zoological Society for the Conservation of Species and Populations)	Sharkproject
	25	Mesageiako Institutoto gia ti Fysi kai ton Anthropon (Mediterranean Institute for Nature and Anthropos)	MedINA	Greece	http://www.med-ina.org	NG	1) NG/1146 World Wide Fund for Nature, Greece 2) NG/1263 Society for the Protection of Nature in Lebanon, Lebanon	MedINA
	26	Awtorità għall-Ambjent u r-Riżorsi (Environment and Resources Authority)	ERA	Malta	http://era.org.mt	GA	N/A	ERA
	27	Marinecultures.org	MC	Switzerland	http://www.marinecultures.org	IN	1) NG/24989 blue ventures, United Kingdom 2) IN/1408 Western Indian Ocean Marine Sciences Association, Tanzania	MC
	28	TREE AID		United Kingdom	http://www.treeaid.org.uk/	IN	1) NG/25147 Association pour la Gestion de l'Environnement et le Développement, Burkina Faso (Association for the Management of Environment and Development) 2) AF/25105 Center for International Forestry Research, Indonesia 3) NG/1252 Fondation des Amis de la Nature, Burkina Faso (Nature's Friends Foundation)	TREE

Membership applications which received objections by the deadline of 8 July 2016 (to be considered by the 92nd IUCN Council)

North America and the Caribbean	29	International Fund for Animal Welfare	IFAW	United States of America	http://www.ifaw.org/united-states	IN	1) GA/999 US Fish & Wildlife Service (FWS), United States of America 2) IN/195 Wildlife Conservation Society, United States of America 3) IN/216 World Association of Zoos and Aquariums, Switzerland 4) NG/25287 Wildlife Trust of India, India 5) NG/25427 Freeland, Thailand 6) NG/454 Royal Society for the Conservation of Nature, Jordan 7) NG/515 Natural Resources Defense Council, United States of America	IFAW
South and East Asia	30	Taijiin (AITA Foundation)	AITA	China	http://www.taijiin.org	NG	1) NG/25372 Biodiversity Committee, Chinese Academy of Sciences, China 2) NG/25044 All-China Environment Federation, China	AITA
West Asia	31	Window to Environment Association	WTEA	Lebanon	n/a	NG	1) NG/1489 Arab Office for Youth and Environment, Egypt 2) NG/1263 Society for the Protection of Nature in Lebanon, Lebanon	WTEA

IN International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)
NG National Non Governmental Organizations

GA Government agencies
AF Affiliates

Annex 2 – EXECUTIVE SUMMARY OF THE PROCESS RELATED TO OBJECTIONS RECEIVED ON MEMBERSHIP APPLICATIONS FROM INTERNATIONAL FUND FOR ANIMAL WELFARE, TAJIJIN (AITA FOUNDATION) AND WINDOW TO ENVIRONMENT

- **6 objections** have been received on the membership application from International Fund for Animal Welfare, USA (IAF letter arrived after 8 July deadline)
- **2 objections** have been received on the membership application from Tajjijin (AITA Foundation), China (IAF letter arrived after 8 July deadline)
- **2 objections** have been received on the membership application from Window to Environment Association (IAF letter arrived after 8 July deadline)

A brief summary of the objections received is provided on [below](#).

The content of the main objections was communicated to the applicants after the objections deadline of 8 July and the applicants had 3 weeks to provide a **reply** (8 August 2016), according to Regulation 17.

The three applicants have replied to the objections. The full objection letters and the replies from the applicants are available in Annex 3.

Summary of objections received

1. International Fund for Animal Welfare, USA Objections

1. **NG/1080 – Namibia Nature Foundation.** Cannot see how IFAW has changed since they last applied and feels that IFAW's mission does not align itself with Article 7 (c) (ii)
2. **NG/25510 – NamibRand Nature Reserve.** Feels IFAW's mission does not comply with Article 7 (d).
3. **GA/145 – Namibia Ministry of Tourism.** Feels that IFAW's mission does not support the sustainable use of wildlife.
4. **IN/401 – Assn of Fisheries and Wildlife Agencies.** IFAW's mission does not comply with Article 7 (a), (b), Article 3 and 2.
5. **NG/1063 – International Council for Game and Wildlife Conservation (CIC), Hungary.** IFAW does not support the sustainable use of wildlife, and in particular, Trophy hunting. Feels that some of IFAW's campaigns and activities conflict with Articles 2, 3 and 7 of the IUCN Statutes. Their objection also relates to the fundamental philosophy that IFAW holds that individual animal rights are intertwined with conservation which is at odds with IUCN's mission and vision. The CIC request that Council carefully considers IFAW's Glossary and statements of principle as their belief is that a number of these "directly conflict with the IUCN objectives."

6. IN/1416, IAF, International Association for Falconry and Conservation of Birds of Prey, Belgium

The wording of this letter appears to have been taken from the CIC letter and states that their objection relates to the fundamental philosophy that IFAW holds that individual animal rights are intertwined with conservation which is at odds with IUCN's mission and vision.

On 23 September 2016, a letter was received from the **International International Council for Game and Wildlife Conservation** asking newly elected Council to not admit IFAW. Full letter is available on next page.

2. Taijiin (AITA Foundation), China Objections

1. NG/1063 – International Council for Game and Wildlife Conservation (CIC), Hungary.
CIC is concerned that AITA, as it is primarily an animal welfare organisation, could work against conservation efforts that involve the sustainable use of nature and natural resources (particularly in CIC's area of sustainable hunting).

Have asked for assurance from AITA that they are not opposed to sustainable hunting.

CIC feels that if AITA campaigns against hunting, then it violates Art 2, 3(h) and 7(d)

2. IN/1416, IAF, International Association for Falconry and Conservation of Birds of Prey, Belgium

The wording of this letter appears to have been taken from the CIC letter objecting to AITAs application.

3. Window to Environment Association (WTE) Objections

1. NG/1063 – International Council for Game and Wildlife Conservation (CIC), Hungary.
Seeking clarification on what WTE mean when they refer to « chaotic hunting ». Specifically if they refer to unregulated and illegal poaching or against all hunting, including legal and regulated hunting.

2. IN/1416, IAF, International Association for Falconry and Conservation of Birds of Prey, Belgium

The wording of this letter appears to have been taken from the CIC letter objecting to WTE's application.



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

23 September 2016

Xinsheng Xhang

President

IUCN

Re: Open Letter to the IUCN Council regarding the IUCN Membership Application of the International Fund for Animal Welfare

Dear Mr Xhang

Congratulations on your recent reelection to the IUCN council. The International Fund for Animal Welfare (IFAW) applied for IUCN membership in April 2016. The International Council for Game and Wildlife Management (CIC) reviewed their application and, along with five other Union members, objected to IFAW's admission as a Union member. After reviewing IFAW's response, we are concerned that the previous council opted to defer, rather than reject their application for membership.

We objected to IFAW on the basis that it actively campaigns against trophy hunting and lobbies for blanket bans on the import of trophies into the United States and EU, regardless of conservation benefits or sustainability. **These activities harm conservation and disenfranchise local communities and therefore violate Articles 2, 3 and 7 of the IUCN statutes.** We included several examples of specific activities that contravene these statutes. We are aware that our opportunity to object has closed and this letter does not contain any information or objections additional to those already submitted. The purpose of this open letter is to highlight that **IFAW did not offer any counter-argument or justification for any of the specific activities we objected to on the basis that they violate the IUCN statutes**¹.

¹ Specific activities undertaken by IFAW that were included in the CIC's objection to which **NO COUNTER-ARGUMENT OR JUSTIFICATION WAS PROVIDED** by IFAW were:

- IFAW actively campaigned for a ban on the import of polar bear trophies into the United States with no regard for the sustainability of the offtake. **This ban did not decrease the number of polar bears hunted by Inuit Communities in Canada, however did cost them \$840,000 in revenue.**
- IFAW actively campaigns against trophy hunting without distinguishing between sustainable and non-sustainable offtakes. **This threatens the recovery of several species** (10 examples of hunted species and two examples of non-hunted species included).
- IFAW actively campaigns against the hunting of imperilled species in accordance with IFAW principle 3.6. However, an IUCN report [1] includes eight specific examples as to how trophy hunting has contributed to the conservation of imperilled species (both hunted and non-hunted).
- A blanket ban on trophy hunting imports, which IFAW campaigns for, would result in a **\$1.7 million loss of revenue to communities in Zimbabwe as well as remove their decision making power over their natural resources.**
- A call for a blanket ban on trophy hunting based on declines of populations in Country A, where wildlife has been managed badly, unnecessarily punishes those living in Country B who have managed their wildlife well.

A convincing response would have included a counter argument that these specific activities are, in fact, in accordance with the IUCN statutes. As they provide no justification (we believe there is none) and given that the source of several of our objections was a position paper produced by the Species Survival Commission (SSC) and Sustainable use and livelihoods Group (SULi) of IUCN [1]², we are not sure what basis there is to still be considering IFAW for membership. While the position of IUCN (and the CIC) is certainly not that all trophy hunting is good for conservation, it is a fact that in several instances it can and does contribute to conservation and livelihoods. **IUCN's own position on blanket bans on the import of trophies, something which actively IFAW campaigns for makes it very clear that IFAW is working against IUCN itself.**

*“Time-limited, targeted conditional moratoria – particularly if accompanied by support for on-the ground management reform – may be useful tools in driving improvements in hunting practice. Such moratoria could focus on particular countries or species. **But blanket bans or restrictions affect both good and bad hunting practices. They are a blunt instrument that risks undermining important benefits for both conservation and local livelihoods, thus exacerbating rather than addressing the prevailing major threats of habitat loss and poaching.** [1]”*

What IFAW did instead was provide a list of other conservation projects that may well comply with the IUCN statutes and cite a clause in the membership section of the One Program Charter [2] as an implicit acknowledgement from IUCN that members may have broader priorities and foci. **While members are entitled to have other priorities and foci, they are required to have the achievement of the IUCN objectives as one of their priorities (Article 7b) and are not able to carry out activities that conflict with the IUCN objectives (Article 7d).** Not only did IFAW not justify its activities, it intends to continue with them.

We did object to the academic rigor of IFAW's report *Killing for Trophies: An analysis of the Global Trophy Hunting Trade* [2] and we stand by this objection³. Bear in mind that this is a report that

² We deliberately chose to use examples from the IUCN document *Informing decisions on trophy hunting* [1], to argue that IFAW's campaigns for a blanket ban on the import of trophies are harmful to conservation, detrimental to livelihoods and contrary to the sustainable use principles of IUCN. This is because the document has been prepared and rigorously reviewed by IUCN expert groups and represents a valid scientific argument that includes the views of multiple stakeholders, not just the CIC. **By calling for a blanket ban, IFAW is not only harming conservation and obstructing the legitimate activities of member organisations, but taking a position that is contrary to IUCN itself.** IFAW's response is not convincing. Rather than trying to justify that their campaign for blanket trophy import bans enhances conservation and does not disenfranchise communities, IFAW instead argues that the document also states that trophy hunting is not the only tool for sustainable use; that the IUCN does not support trophy hunting activities that are not sustainable and goes on to list the four criteria that IUCN lists for sustainable trophy hunting. The CIC agrees with IUCN's criteria and also does not support trophy hunting that is not sustainable. However, if IFAW does actually agree with IUCN, then why do they oppose all trophy hunting without any regard to its sustainability or otherwise?

³ IFAW alleges that we only had a problem with six sources out of 230, however we clearly stated in our letter that **the six sources we objected to were representative of their systematic approach to research and that the report relies heavily on secondary sources of information that are often dubious** (We recommend the Council review the reference list to judge whether it meets academic standards). Given what they are using this report for (and the fact that IFAW claims to be informing the debate on trophy hunting), they should be establishing facts from primary sources, not propagating conjecture from secondary sources. For example, another allegation that IFAW did not respond to was that **given that they base so much of their anti-trophy hunting campaigns on the events that led to the poaching of Cecil the Lion, it is not acceptable that they still have not established the facts by contacting the researchers from WildCru who were tracking Cecil.**

they are using to justify calls for a blanket ban on the import of trophies. It features prominently on the IFAW website and is referenced in a pro-forma letter to the United States Congress and Senate calling for a blanket ban on trophy imports into the United States [3]. **Our primary objection to this report, which IFAW did not respond to, was that given that it is being used to oppose trophy hunting, it is not acceptable that it does not contain any information whatsoever on the sustainability of trophy hunting.**

As with other animal welfare organisations, IFAW tries to justify its activities as contributing to the debate surrounding trophy hunting and conservation. Constructive debate does not preclude an organisation from IUCN membership and is welcomed by the CIC. **However, there is a difference between iron-clad principles and debate and a difference between activities that contravene the IUCN statutes and debate.** IFAW is simply not interested in debating hunting. Like IUCN, IFAW undertakes activities in accordance with its own statutes and principles. IFAW's principles against hunting [7] (***3.4 – Animals should not be hunted for trophies; 3.5 – commercial hunting should be prohibited and 3.6 – imperilled species should not be hunted***) are not up for debate. They are categorical positions that IFAW does not intend to debate or change. IFAW runs active campaigns in accordance with these principles and **these campaigns violate the IUCN statutes in that they harm conservation and prevent societies from benefiting from their natural resources.** These principles are why IFAW does not consider sustainability when they oppose hunting and these principles are why IFAW does not convince us that it is not primarily an animal welfare organisation. **Trophy hunting is an area where the sustainable use principles of IUCN and the animal welfare principles of IFAW collide. Precisely because it is an animal welfare organisation, IFAW opposes trophy hunting, not because it is unsustainable, but in spite of the fact that it is sustainable and in spite of the fact that it benefits conservation and communities. These are not the actions of a conservation organisation.**

The CIC believes that IFAW has not justified how its campaigns against trophy hunting do not violate the IUCN statutes. We therefore urge the Council to uphold the sustainable use principles of IUCN and not admit IFAW as a member organisation.

Kind Regards



George Aman

President

Annexes to the Letter:

Annex 1: References

Annex 1: References

1. Works Cited

- [1] IUCN, “Working as a Union to Deliver IUCN’s One Programme,” International Union for the Conservation of Nature, Gland, 2012.
- [2] IUCN SULi, “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies,” International Union for the Conservation of Nature, Gland, 2016.
- [3] IFAW, “Killing for Trophies: An Analysis of the Global Trophy Hunting Trade,” International Fund for Animal Welfare ISBN: 978-1-939464-09-5, Yarmouth Port, MA.
- [4] IFAW, “Help Stop US Trophy Hunting,” 2016. [Online]. Available: <http://www.ifaw.org/united-states/get-involved/help-stop-us-trophy-hunting>. [Accessed 16 06 2016].
- [5] IFAW, “Remembering Cecil the Lion, One Year Later,” International Fund for Animal Welfare, 29 06 2016. [Online]. Available: <http://www.ifaw.org/united-states/news/remembering-cecil-lion-one-year-later>. [Accessed 31 August 2016].
- [6] D. MacDonald, K. Jacobsen, D. Burnham, P. Johnson and A. Loveridge, “Cecil: A moment or a movement? Analysis of media coverage of the death of a lion, *Panthera leo*,” *Animals*, vol. 6, no. 26, pp. 1-13, 2016.

BACKGROUND INFORMATION ON OBJECTIONS RECEIVED ON MEMBERSHIP APPLICATIONS SUBMITTED BY 31 MARCH AND CIRCULATED TO IUCN MEMBERS ON 10 JUNE 2016

[6 objections](#) have been received on the membership application from:

- International Fund for Animal Welfare, USA

[2 objections](#) have been received on the membership application from:

- Tajjijin (AITA Foundation), China

[2 objections](#) have been received on the membership application from:

- Window to Environment Association,

The content of the main objections was communicated to the applicants, which had 3 weeks to provide a **reply** (8 August 2016), according to [Regulation 17](#). The three applicants have replied to the objections and their [replies](#) can be found further down.

To view the membership applications, the assessment form completed by the Secretariat, the statutory documents or the endorsement letters submitted by IUCN Members in order with the payment of their dues, click on the relevant link below:

1. International Fund for Animal Welfare, USA

- ✓ [Membership application and assessment form](#)
- ✓ [Articles of Association & Bylaws](#)
- ✓ [Letters of endorsement](#)

It is important to note that the International Fund for Animal Welfare had already applied for membership in 1993. A large number of Members objected against their application, which was finally rejected by the 40th IUCN Council. Council decision was appealed by IFAW in 1996 and the appeal was rejected by the World Conservation Congress in 1996. All the historical information on IFAW is available [here](#).

2. Tajjijin (AITA Foundation, China)

- ✓ [Membership application and assessment form](#)
- ✓ [Statutory documents](#)
- ✓ Letters of endorsement [1](#) & [2](#)

3. Window to Environment Association

- ✓ [Membership application and assessment form](#)
- ✓ Statutory documents ([1](#), [2](#), [3](#)) – *all in Arabic*
- ✓ Letters of endorsement [1](#) & [2](#)

OBJECTIONS RECEIVED FROM IUCN MEMBERS – International Fund for Animal Welfare

1. From NG/1080 Namibia Nature Foundation, Namibia, received on 13 June 2016.

QUOTE

With respect to the Membership Applications I would, on behalf of The Namibia Nature Foundation, like to register an objection to the following application:

#18 International Fund for Animal Welfare, this organisation is predominantly an animal rights and welfare organisation and whilst this is perfectly legitimate the campaign record and objectives of the organisation do not speak to article 7 of the IUCN statutes and specifically and regularly work against article 7 and article 7 (c)(ii) in particular. It is not obvious to me that IFAW have changed their approach since their last Membership bid was rejected. This organisation is highly divisive and will only serve to weaken the spirit of collaboration and collegiality that exists amongst the diverse membership of IUCN as it stands today.

I therefore strongly object to their Membership of IUCN.

Should you require any further clarification, please do not hesitate to contact me.

END QUOTE

2. From NG/25510 NamibRand Nature Reserve, Namibia, received on 14 June 2016.

QUOTE

I would like to lodge a **formal objection** to the IUCN membership application as lodged by **applicant no 18. International Fund for Animal Welfare (IFAW)**.

It is common knowledge that IFAW, a well-known animal rights activist group, actively campaigns against trophy and commercial hunting. This is evidenced on their own website in point 3.4 and 3.5 under their “Glossary and Statements of Principle” page found at <http://www.ifaw.org/united-states/our-work/glossary-and-statements-principle>.

Trophy and commercial hunting are accepted forms of sustainable utilisation and there are integral to the conservation strategy of many countries. In Namibia for example; fees and funds collected from trophy hunting are paid into the Game Products Trust Fund which in turn funds the conservation activities, including anti-poaching efforts, of some 82 communal conservancies.

The IUCN supports sustainable utilisation of natural resources as evidenced by https://cmsdata.iucn.org/downloads/iucn_ssc_guiding_principles_on_trophy_hunting_ver1_09aug2012.pdf and http://cmsdata.iucn.org/downloads/iucn_informingdecisionsontrophyhuntingv1.pdf . If you Google the word “IUCN” the first text that pops up is: “The International Union for Conservation of Nature and Natural Resources is an international organization working in the field of nature conservation and sustainable use of natural resources”.

This is therefore a compelling case that **the applicant infringes on the IUCN statute no 7. (d)**. IFAW pursues objectives and carries out activities that conflict with the objectives or activities of IUCN.

Please feel free to contact me at the address listed below if you have any questions in this regard.

END QUOTE

- 3. From GA/145 Ministry of Environment and Tourism, Namibia, received on 15 June 2016.**

QUOTE

Formal Objection to International Fund for Animal Welfare (IFAW) application for IUCN Membership

Namibia, in her capacity as a member State to IUCN would like to formally objection against the membership application for Animal IFAW.

Our objection is based on the fact that the objectives of IFAW are not aligned with IUCN's mission 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". It is well known that IFAW does not support any form of sustainable utilisation of wildlife. These are actually animal rights Organisation fighting cruelty to animals. While this is no doubt a worthy cause, protecting individual animals from cruelty and abuse has little to do with promoting effective and equitable biodiversity conservation.

Based on that, Namibia vehemently opposes IFAW application for IUCN membership.

END QUOTE

- 4. From IN/401 International Association of Fish and Wildlife Agencies, USA, received on 7 July 2016.**

QUOTE

With reference to the list of applicants for IUCN membership, the Association of Fish and Wildlife Agencies (AFWA) is officially lodging an objection to granting membership to the International Fund for Animal Welfare (IFAW), pursuant to Regulation 15 of IUCN's Statutes.

After review of IFAW's application for IUCN membership, its campaigns, and website, the AFWA strongly believes that the organization does not fulfill most of the IUCN membership requirements. We believe that the objectives of IFAW are not aligned with the objectives of IUCN, Part III 7(a), 7(b), and, 7(c); Part II (3); and IUCN's mission (Part II (2)) 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."

IFAW does not support the objectives in IUCN Statutes Part II (2) and the activity to attain the objective as articulated in Part II, 3(h). In particular, IFAW fails to convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. IFAW's mission as stated on their website is *"to rescue and protect animals around the world. With projects in more than 40 countries, IFAW provides hands-on assistance to animals in need, whether it's dogs and cats, wildlife and livestock, or rescuing animals in the wake of disasters. We also advocate saving populations from cruelty and depletion, such as our campaign to end commercial whaling and seal hunts."* The clear focus on animal rights does not align with IUCN's objectives.

The website of IFAW includes campaigns against trophy hunting. IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The 2014 World Conservation Congress adopted Recommendation 3.093. It states that it "Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation" and further, that it "accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations." IFAW's campaign asks that its members support stopping U.S. trophy hunting because it is "...a practice that is far out of step with modern day animal welfare ethics." This does not consider societies ability to benefit from the sustainable use of natural resources or the science behind

conservation of these species. They took a similar approach focusing on the cruelty of seal hunting in their campaign against seal hunting. The campaign did not appear to consider science based population management, sustainable use, or local livelihoods.

Part III, 7(b) of the IUCN Statutes requires that an applicant has a substantial record of activity in the conservation of nature and natural resources and IFAW's has not demonstrated by their actions that they meet this requirement. Furthermore, IFAW does not embody, to a substantial extent, the aim to ensure that any use of natural resources is equitable and ecologically sustainable (Part III, 7(c)) when they are against the sustainable use of natural resources as demonstrated by their campaigns against the sustainable use of wildlife.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation. The principles and policies on the sustainable use of nature arose from the IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource." Resolution 2.29 adopted by the Assembly in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them."

The Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity." The Addis Ababa Principles and Guidelines are congruent with the Resolution 2.29. Most recently, IUCN members at the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

While it is laudable to avoid the suffering of individual animals, a distinction must be made from legal rights for animals. Protecting individual animals from cruelty and abuse has little to do with promoting effective, sustainable, and equitable biodiversity conservation. Indeed, the AFWA finds itself in large agreement with this position of The Wildlife Society (TWS): "...philosophy of animal rights is largely incompatible with science-based conservation and management of wildlife. Strict adherence to these [animal rights] beliefs would preclude many of the science-based management techniques that professional wildlife biologists use, such as aversive conditioning, the capture and marking of animals for research, or lethal control of over-abundant, invasive, or diseased animals. (TWS position paper, September 2011)." Founded in 1937 the mission of TWS is "To inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitats through science-based management and conservation."

We believe that IFAW does not fulfil the requirements for membership in IUCN and appreciate your consideration of our objection to their membership.

END QUOTE

- 5. From IN/1063 International Council for Game and Wildlife Conservation, Hungary** received on 6 July 2016.
- 6. From IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium** received on 10 July 2016 (after deadline of 8 July).

REFER TO LETTERS ON NEXT PAGES



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

July 6, 2016

Ms. Inger Andersen

Director General

IUCN

Re: Objection to the International Fund for Animal Welfare's Application for IUCN Membership

Dear Ms. Andersen,

After extensive review of the International Fund for Animal Welfare's (IFAW) application for membership of the International Union for Conservation of Nature (IUCN), IFAW's campaigns, publications, and website, the International Council for Game and Wildlife Conservation (CIC) considers that IFAW is not suitable for Union membership. While we acknowledge that IFAW has run several successful and laudable conservation and animal welfare projects, it also undertakes campaigns and activities that conflict with Articles 2, 3, and 7 of the IUCN statutes. It seeks to disrupt the legitimate conservation projects of other IUCN members and directly conflicts with activities of IUCN itself, namely the IUCN Species Survival Commission (SSC) and the IUCN Sustainable Use and Livelihoods Specialist Group (SULi).

Our objection relates to IFAW's fundamental philosophy that individual animal rights are intertwined with conservation, while the sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. This fundamental difference in conservation strategies puts IFAW in direct opposition to IUCN in the area of sustainable use, and in particular, trophy hunting.

We note that the mission statement and objectives which IFAW provided to IUCN in its membership application form differ from the mission and principles on the IFAW website and in recent IFAW annual reports. IFAW's mission statement is as follows: *IFAW's mission is to rescue and protect animals around the world* [1] which is the mission statement of an animal rights organisation rather than a conservation organisation. In order to achieve this mission, they have three guiding principles and the intrinsic value of animals is prevalent in all of them. We note that IFAW's third principle on the application form reads: *conservation decisions should be guided by ecological sustainability and biological sustainability and the precautionary principle* [2], however on the website and in their annual reports they state *that conservation decisions should be guided by ecological sustainability and biological sustainability, the precautionary principle and ethical treatment of animals* [1]. We have attached the IFAW mission statement and guiding principles in Annex 2. We request that the Council only considers this mission statement when assessing the application.

On the mission statement page, there is also a link to an additional glossary and statements of principle where IFAW makes its position on several aspects of animal welfare clear [3]. We request that the Council consider these principles in full. We believe that the following specific principles directly conflict with the IUCN objectives:

- **3.4 Trophy hunting** - *Animals should not be hunted for trophies, even if the animals killed are subsequently consumed.*
- **3.5 Commercial hunting** - *Unethical and inhumane hunting of wild animals for commercial purposes, including for food, fur, medicine, ornamentation, or oil, should be prohibited.*
- **3.6 Hunting imperiled species** - *Imperiled species should not be hunted*

These are categorical statements against hunting. While the CIC also agrees that unethical and inhuman hunting should be prohibited, IFAW appears to be of the opinion that all hunting is unethical and inhumane and fights for individual animal rights under the guise of animal welfare. In contrast to IFAW, IUCN has long recognised that the sustainable use of wildlife (which includes trophy hunting) is consistent with and can contribute to conservation. Rather than reiterate an established argument ourselves, we prefer to directly quote from the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* [4]:

“IUCN’s formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in Perth. IUCN’s “Policy Statement on Sustainable Use of Wild Living Resources”, adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.

...

IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The IUCN at the 2004 WCC adopted Recommendation 3.093 stating that it “Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation” and further, that it “accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations

Further, the IUCN SSC Caprinae Specialist Group adopted a formal position statement in December, 2000, recognizing that hunting, and in particular trophy hunting, can form a major component in conservation programmes for wild sheep and goats. This statement noted that “Trophy hunting usually generates substantial funds that could be used for conservation activities such as habitat protection, population monitoring, law enforcement, research, or management programs. Equally importantly, the revenues from trophy hunting can provide a strong incentive for conservation or habitat protection...”

The Convention on Biological Diversity has developed several statements of principles relevant for the management of trophy hunting. Most importantly, the 7th Conference of Parties to the CBD (Kuala Lumpur, February 2004) adopted the Addis Ababa Principles and Guidelines for the Sustainable Use of Biodiversity (AAPG), and IUCN members party to the CBD were urged to honour these commitments by Resolution 3.074 of the 3rd IUCN World Conservation Congress (Bangkok, October 2004). The AAPG are based on the assumption that it is possible to use biodiversity in a manner in which ecological processes, species, and genetic variability remain above the thresholds needed for long term viability, and that all resource managers and users have the responsibility to ensure that such use does not exceed these.

The conflict of views and principles is so stark that we are not sure why IFAW chose to apply for IUCN membership. While IFAW does not necessarily have to be a friend of trophy hunting, active opposition to legitimate conservation efforts involving trophy hunting and the disenfranchising of local communities that benefit from the revenue are not the acceptable activities of a Union member. It is also hard to see how the Union would benefit from internal dissent over the fundamental pillars of conservation and over the IUCN statutes themselves. We will give a few specific examples of how IFAW works against IUCN members and the IUCN itself, however we are limited in the number of examples we can give in a single letter and we strongly urge the Council to consult with SSC and SULi on this application. We note that IFAW had revenues of US\$108 million in 2015 [5]. It thus has considerable resources to conduct campaigns and influence conservation policy.

We draw the Council's attention in particular to the 2016 IFAW publication *Killing for Trophies: An Analysis of Global Trophy Hunting* [6] and the 2009 study *The Economics of Polar Bear Trophy Hunting in Canada* [7] and how IFAW uses these reports in its campaigns. Both of these reports contain no data whatsoever on whether a trophy offtake is sustainable (e.g. long term population trends compared to offtake numbers). IFAW may argue that that the purpose of these studies was not to determine sustainability, but rather to add to the literature on the sustainability of hunting in general. However, they clearly use these studies as justification to oppose hunting. They cited their polar bear study on their newsfeed as part of their justification for their involvement in a lawsuit opposing the lifting of a ban on polar bear trophy imports from Canada into the United States [8]. Their United States website has a "Get Involved" section and a specific page titled *Help Stop US Trophy Hunting* [9]. The page uses their report on the trophy trade to justify a ban on the import of trophies into the United States and includes a pro-forma letter which can be automatically sent to the US Senate and House of Representatives urging that they support the Conserving Ecosystems by Ceasing the Importation of Large (CECIL) Animal Trophies Act. IFAW also encourages airlines to no longer transport trophies and encourages the public to post messages of support on airline social media pages [10]. IFAW also supports blanket trophy import bans in other jurisdictions such as the EU [11, 12].

The CIC believes that these bans are counterproductive and potentially harmful to conservation efforts. This is also the view of the SULi group, who, in recognition of the potential harm that blanket import bans, (like those that IFAW campaigns for), may have on conservation, published a briefing paper in April 2014: *A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies* [13]. The SULi group states:

"Trophy import restrictions by key importing entities such as the EU can make trophy hunting programmes economically unviable at local level, particularly where the restrictions affect "high value" iconic species (Case Study 5; Figure 4). Removing the incentives and revenue provided by hunting would be likely to cause serious declines of populations of a number of threatened or iconic species. For example, the recovery of some populations of African Elephant, Black Rhino, White Rhino, Hartmann's Mountain Zebra, Cheetah and Lion in Africa, of Markhor, Argali and Urial in Asia, and of Bighorn Sheep in North America could be stopped and reversed (Case Studies 1-8). Importantly, populations of threatened species that are not hunted could also be negatively impacted, including e.g. Snow Leopard and African Wild Dog (Case Study 8)."

We also note that IFAW's categorical position that imperiled species may never be hunted is also potentially harmful to conservation. SULi includes eight specific case studies in their report of how trophy hunting has contributed to the conservation of Black and White Rhinos in Southern Africa, Argali in Mongolia, Bighorn Sheep in North America, and Markhor and Urial in Pakistan and Tajikistan. Populations of threatened species that are not hunted also benefit from trophy hunting in that it encourages the conservation of habitat and provides funds to invest in conservation [13].

One notable difference between the publication that IFAW presents to the public to advocate a ban on the import of trophies [6] and SULi’s briefing paper [13] is that SULi includes data on species populations and 10 specific case studies, supported by scientific evidence, where trophy hunting has demonstrably enhanced conservation. Figure 1, which has been taken directly from the SULi briefing paper [13] is an example of what SULi includes and IFAW ignores. IFAW is actively campaigning for blanket bans on the import of trophies, while IUCN, through SCC and SULi, is actively working to show that this would do more harm than good to conservation. Article 7d of the IUCN statutes is clear that no organisation that pursues objectives and undertakes activities that conflict with the objectives and activities of the IUCN can be admitted as a member.

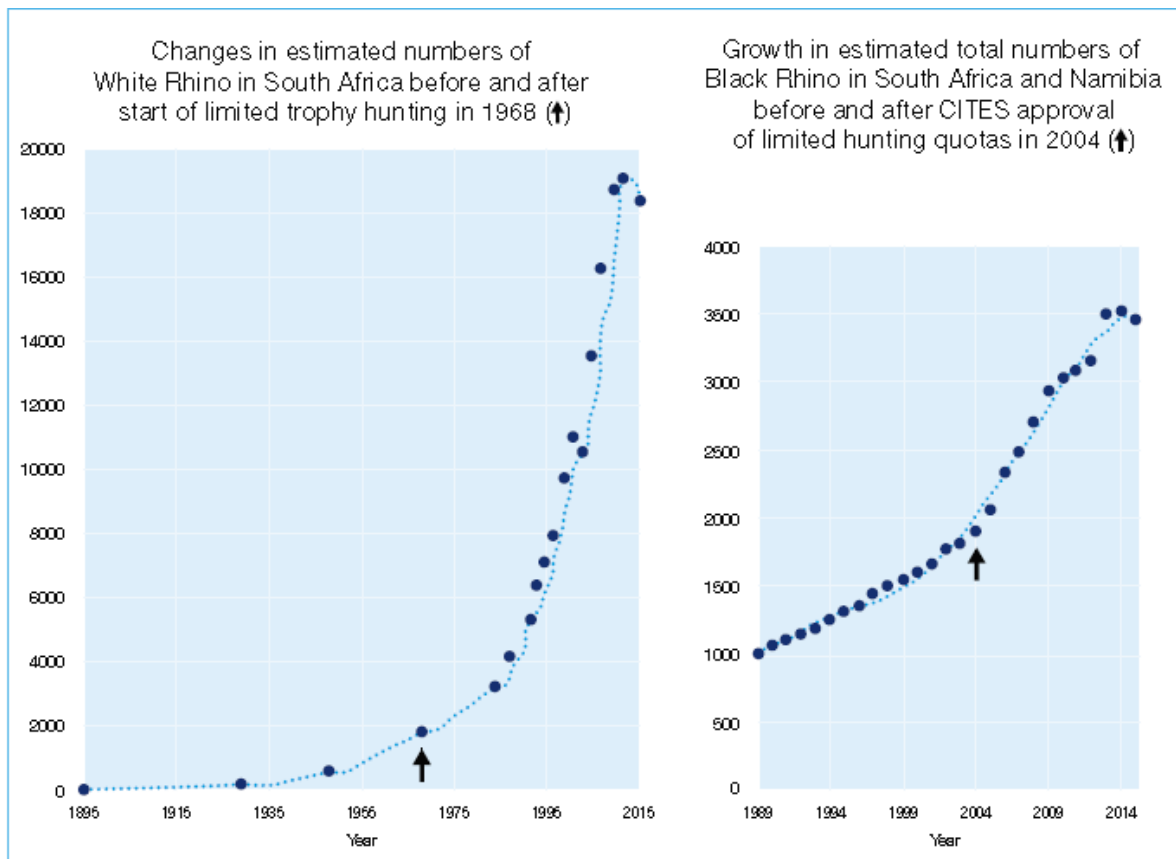


Figure 1: Trophy hunting programmes have contributed to the recovery of African White and Black Rhinos. Source: SULi Group [13]

SULi is also of the position that wildlife farming enhances conservation and cites specific examples of private and communal wildlife lands and conservancies where wildlife farming has been incentivised as a valuable land use. IFAW on the other hand, considers this an unacceptable practice (e.g. *Wildlife “farming” is not conservation* – 2015 press release from IFAW’s CEO [14])

IFAW’s campaigns against trophy hunting, regardless of sustainability, and particularly its active lobbying for blanket bans on the import of trophies also conflict with Article 3h of the IUCN statutes as IFAW influences national and international legal and administrative instruments so that societies are barred from enjoying the benefits provided sustainably by nature and natural resources. We again refer the Council to the briefing paper from SULi [13]:

“Likewise, if trophy hunting became unviable the thousands of rural Zimbabwean households that directly benefit from CAMPFIRE would lose approx. US\$1.7 per annum (already reduced from US\$2.2 million by US elephant trophy import bans) (C. Jonga (CAMPFIRE Association), In litt.). Even more fundamentally, perhaps, unilateral trophy restrictions by importing states in these cases will take decision-making power away from already-marginalized rural communities as to how they can manage their land and wildlife in ways that respect their right to self-determination and that best meet their livelihood aspirations.”

SULi also refers to the ban on the polar bear trophy imports from Canada into the US, supported by IFAW. While IFAW does not consider the sustainability of an offtake or the effect of a ban on the number of animals harvested, SULi does. According to SULi, the number of polar bears hunted did not, in fact, decline due to this ban. Inuit communities are legally able to kill a certain number of bears and in response to the decline in bears hunted for trophies, they hunted more for themselves. While the trophy ban did not reduce the number of polar bears hunted, it did result in an estimated \$840,000 loss in revenue for Inuit communities [13].

IFAW states that communities are able to benefit from their wildlife in other ways such as photographic tourism. SULi specifically lists this as a fallacy, and also includes specific case studies and data as to why this assertion is incorrect [13].

A more general note on IFAW’s justification of bans on trophy hunting is that (possibly as a result of their failure to consider population trends and the sustainability of hunting) they fail to distinguish between areas and states where animal populations are threatened and areas of states where they are not. For example, if country A has managed its wildlife poorly and lions are in danger of local extinction, this does not justify a blanket ban on trophy imports that also affects country B, which has managed its wildlife well and has healthy lion populations. Why should the communities in country B, be restricted from enjoying the benefits of their wildlife even though they have managed it well? A better solution to a blanket ban would be to analyse the different wildlife management policies in Country A and Country B to determine why the policies in country A are not working. In the case of lions, the CIC notes that the healthiest populations are found in Southern Africa, where trophy hunting is legal.

IFAW campaigns against trophy hunting regardless of sustainability in accordance with its principle that trophy hunting is simply wrong. This position violates Article 2 and Article 3h of the IUCN statutes in that it prevents societies from enjoying their biodiversity and Article 7 in that it conflicts with the legitimate conservation activities of IUCN members and, in this case, IUCN itself.

We also feel that further discussion of the academic value of the IFAW publication on trophy hunting is warranted. This is because it fails to convince us that IFAW would truly meet the various subarticles of Article 3 of the IUCN statutes regarding collaborating, building alliances and encouraging and disseminating research. The lack of sustainability data is a critical omission that has already been discussed, however there are other academic failings that the Council should consider. We urge the council to consult with SSC and SULi about the academic merits of IFAW publications and to not confer the additional legitimacy of IUCN membership if the research is poor, particularly when the publications are used in campaigns against the activities of IUCN.

We note that the publication frequently uses secondary sources of information such as newspaper articles and online news sites for information rather than primary sources. This is bad practice in general and can result in the spread of misinformation. If we take the example of the death of Cecil the Lion (a victim of poaching), IFAW appears to have obtained its information from a variety of online sources such as the New York Times, BBC, National Geographic, the Telegraph, and the Express. We are not sure why they did not contact the Wildlife Conservation Research Unit who were tracking Cecil. Had they done so they might have discovered that he was not lured out of the park as the BBC, and now IFAW, allege. The death of Cecil had a significant effect on

the issue of trophy hunting, and regardless of the side taken, it's crucial that the facts are presented correctly. A year after the event, it is exasperating that the facts continue to be misrepresented and we do not believe that IFAW has any excuse for this.

Another example of misinformation is that IFAW used the following article from "salon.com": *It's worse than Walter Palmer and Cecil the Lion: Inside the **sick, bizarre world** of trophy hunting* [15] as a source for the following statement: *There are also reports of American hunting ranches using bait stations to concentrate animals and cameras to track their positions, and of hunting guides on African big game safaris using bush planes to herd animals into the hunters' firing range* [6]. Not only is this a secondary source, but no primary source or citation was given in the article to substantiate this claim. Furthermore, any article with the words sick and bizarre in the title cannot be considered an unbiased source of information. It is also clearly stated in the article that the author is a *graduating student in Iowa State University's master of fine arts program in creative writing and environment, where she studies animal-centric subcultures* [15]. If IFAW is going to make a claim about American hunting ranches, it needs to use scientifically sound justification, not an opinion piece from an undergraduate fine arts student. These are not isolated examples, IFAW frequently uses dubious sources.

We were also surprised that they only used data from CITES even though they acknowledge that this only captures the cross border trade in trophies. Given that hunting associations and/or regulators keep track of the number of animals taken, we are not sure why they did not simply ask for this data. This is unfortunate as a comparison between CITES and domestic data would also be a useful study on the effectiveness of record keeping. The IUCN statutes encourage collaboration and IFAW did not collaborate.

Contrary to the myths about hunters that circulate on social media, the truth is that hunters are fully aware that unless both species and habitat are conserved for future generations, then hunting as a sport cannot continue. Out of their deep concern for nature, hunters across the world manage and care for wilderness areas, support scientific research and work with communities to reduce poaching. Admitting IFAW as a member of the IUCN would jeopardise rather than enhance these conservation efforts.

Kind Regards,



George Aman

President

Annexes to the Letter:

- Annex 1: References
- Annex 2: IFAW Mission Statement

Annex 1: References

1. References

- [1 IFAW, “About IFAW,” 2016. [Online]. Available: <http://www.ifaw.org/european-union/node/10>. [Accessed 16 June 2016].
- [2 IFAW, “IFAW IUCN Application,” 04 2016. [Online]. Available: https://dl.dropboxusercontent.com/u/67222568/Council-Bureau%20July%202016/1317_IFAW.pdf. [Accessed 06 June 2016].
- [3 IFAW, “Glossary and Statements of Principle,” 4 April 2013. [Online]. Available: <http://www.ifaw.org/european-union/our-work/glossary-and-statements-principle>. [Accessed 16 June 2016].
- [4 IUCN SSC, “IUCN SSC Guiding Principles on the Use of Trophy Hunting as a Tool to Create Conservation Incentives (Version 1),” International Union for the Conservation of Nature, Gland, 2012.
- [5 IFAW, “Annual Report: July 2014 - June 2015,” International Fund for Animal Welfare, Yarmouth Port, MA, 2015.
- [6 IFAW, “Killing for Trophies: An Analysis of the Global Trophy Hunting Trade,” International Fund for Animal Welfare ISBN: 978-1-939464-09-5, Yarmouth Port, MA.
- [7 M. Waters, N. Rose and P. Todd, “The Economics of Polar Bear Trophy Hunting in Canada,” International Fund for Animal Welfare, Yarmouth Port, MA, 2009.
- [8 IFAW, “US court upholds ban on polar bear imports,” 18 06 2013. [Online]. Available: <http://www.ifaw.org/united-states/news/us-appeals-court-upholds-ban-polar-bear-imports>. [Accessed 16 06 2016].
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- [1 IFAW, “Banding together to ban trophy hunting,” 08 01 2013. [Online]. Available: 2] <http://www.ifaw.org/united-states/news/banding-together-ban-trophy-hunting>. [Accessed 23 June 2016].
- [1 IUCN SULi, “Informing decisions on trophy hunting: A Briefing Paper for European Union 3] Decision-makers regarding potential plans for restriction of imports of hunting trophies,” International Union for the Conservation of Nature, Gland, 2016.

- [1 IFAW, “Wildlife “farming” is not conservation,” 09 08 2015. [Online]. Available:
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- [1 Salon.com, “It’s worse than Walter Palmer and Cecil the Lion: Inside the sick, bizarre world
5] of trophy hunting,” 2015. [Online]. Available:
http://www.salon.com/2015/07/30/the_world_of_trophy_hunting_cecil_the_lions_killing_shines_a_light_on_a_business_rife_with_unscrupulous_conduct/. [Accessed 23 June 2016].

Annex 2: IFAW Mission Statement

About IFAW

IFAW's mission is to rescue and protect animals around the world.

We rescue individuals, safeguard populations, and preserve habitat.

Founded in 1969, the International Fund for Animal Welfare saves individual animals, animal populations and habitats all over the world. With projects in more than 40 countries, IFAW provides hands-on assistance to animals in need, whether it's dogs and cats, wildlife and livestock, or rescuing animals in the wake of disasters. We also advocate saving populations from cruelty and depletion, such as our campaign to end commercial whaling and seal hunts.

Guiding ideas

Our vision: Our vision is a world where animals are respected and protected.

Our promise: We promise supporters and policy makers effective animal protection solutions delivered with intelligence, compassion and integrity.

Our principles: In order to achieve IFAW's vision of a world where animals are respected and protected, we follow key principles in our hands-on projects with animals and in our advocacy work to secure better animal welfare protection in policy, legislation and society:

- It should be recognised that animals have intrinsic value and are sentient beings.
- Policy should be based on sound science and the ethical treatment of animals.
- Conservation decisions should be guided by ecological sustainability and biological sustainability, the precautionary principle and ethical treatment of animals.

[View our Glossary and Statements of Principle](#)

Our approach: We are international, with local expertise and leadership in all of our field offices. Through strong international coordination, we leverage regional campaigns and projects to achieve global influence and impact.

We use our hands-on projects on the ground to inform and influence policy and practices at the international, national and community level.

Our work connects animal welfare and conservation, demonstrating that healthy populations, naturally sustaining habitats and the welfare of individual animals are intertwined.

We work closely with communities to find solutions that benefit both animals and people.

Our team: Our team includes rescue workers, conservation specialists, rural community development experts, wildlife crime prevention and enforcement professionals, veterinarians, policy experts, campaigners, scientists, educators and the highest quality support staff all driven by a determination to help animals in need.



Member of IUCN

Dr. Adrian Lombard
President
South Africa

Ralph R. Rogers
Vice President
for the Americas
United States of America

Janusz Sielicki
Vice President
Europe, Africa south of
the Sahara and Oceania
Poland

Keiya Nakajima
Vice President
for Asia
Japan

Majid al Mansouri
Vice President
MENA Region
United Arab Emirates

Adrian Reuter
Executive Secretary
Mexico

Antonio Carapuço
Treasurer
Portugal

Bohumil Straka, Ph.D.
Chairman
Advisory Committee
Czech Republic

Gary Timbrell
Executive Officer
Ireland

9th July, 2016.

Ms. Inger Andersen
Director General
IUCN

Re: Objection to the International Fund for Animal Welfare's Application for IUCN Membership

Dear Ms. Andersen,

After extensive review of the International Fund for Animal Welfare's (IFAW) application for membership of the International Union for Conservation of Nature (IUCN), IFAW's campaigns, publications, and website, the International Association for Falconry and the Conservation of Birds of Prey (IAF) considers that IFAW is not suitable for Union membership. While we acknowledge that IFAW has run several successful and laudable conservation and animal welfare projects, it also undertakes campaigns and activities that conflict with Articles 2, 3, and 7 of the IUCN statutes. It seeks to disrupt the legitimate conservation projects of other IUCN members and directly conflicts with activities of IUCN itself, namely the IUCN Species Survival Commission (SSC) and the IUCN Sustainable Use and Livelihoods Specialist Group (SULi).

Our objection relates to IFAW's fundamental philosophy that individual animal rights are intertwined with conservation, while the sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. This fundamental difference in conservation strategies puts IFAW in direct opposition to IUCN in the area of sustainable use and hunting, in particular. We note that the mission statement and objectives which IFAW provided to IUCN in its membership application form differ from the mission and principles on the IFAW website and in recent IFAW annual reports. IFAW's mission statement is as follows: IFAW's mission is to rescue and protect animals around the world [1] which is the mission statement of an animal rights organization rather than a conservation organization. In order to achieve this mission, they have three guiding principles and the intrinsic value of animals is prevalent in all of them. We note that IFAW's third principle on the application form reads: *conservation decisions should be guided by ecological sustainability and biological sustainability and the precautionary principle* [2], however on the website and in their annual reports they state that *conservation decisions should be guided by ecological sustainability and biological sustainability, the precautionary principle and ethical*

treatment of animals [1]. We request that the Council only considers this mission statement when assessing the application.

On the mission statement page, there is also a link to an additional glossary and statements of principle where IFAW makes its position on several aspects of animal welfare clear [3]. We request that the Council consider these principles in full. We believe that the following specific principles directly conflict with the IUCN objectives:

- 3.4 Trophy hunting - Animals should not be hunted for trophies, even if the animals killed are subsequently consumed.
- 3.5 Commercial hunting - Unethical and inhumane hunting of wild animals for commercial purposes, including for food, fur, medicine, ornamentation, or oil, should be prohibited.
- 3.6 Hunting imperiled species - Imperiled species should not be hunted

These are categorical statements against hunting. While the IAF also agrees that unethical and inhuman hunting should be prohibited, IFAW appears to be of the opinion that all hunting is unethical and inhumane and fights for individual animal rights under the guise of animal welfare. In contrast to IFAW, IUCN has long recognized that the sustainable use of wildlife is consistent with and can contribute to conservation.


Rather than reiterate an established argument ourselves, we prefer to directly quote from the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* [4]: IUCN's formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in Perth. IUCN's "Policy Statement on Sustainable Use of Wild Living Resources", adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favorable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion. ... IUCN has recognized that recreational hunting can contribute to biodiversity conservation.

The IUCN at the 2004 WCC adopted Recommendation 3.093 stating that it "Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the

sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation” and further, that it “accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations.”

Contrary to the myths about hunters that circulate on social media, the truth is that hunters are fully aware that unless both species and habitat are conserved for future generations, then hunting as a sport cannot continue. Out of their deep concern for nature, hunters across the world manage and care for wilderness areas, support scientific research and work with communities to reduce poaching. Admitting IFAW as a member of the IUCN would jeopardize rather than enhance these conservation efforts.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Adrian Lombard', enclosed within a hand-drawn oval shape.

Adrian Lombard
President: International Association for Falconry and the Conservation of Birds of Prey.

References:

- [1] IFAW, “About IFAW,” 2016. [Online]. Available: <http://www.ifaw.org/europeanunion/node/10>. [Accessed 16 June 2016].
- [2] IFAW, “IFAW IUCN Application,” 04 2016. [Online]. Available: https://dl.dropboxusercontent.com/u/67222568/CouncilBureau%20July%202016/1317_IFAW.pdf. [Accessed 06 June 2016].
- [3] IFAW, “Glossary and Statements of Principle,” 4 April 2013. [Online]. Available: <http://www.ifaw.org/european-union/our-work/glossary-and-statements-principle>. [Accessed 16 June 2016].
- [4] IUCN SSC, “IUCN SSC Guiding Principles on the Use of Trophy Hunting as a Tool to Create Conservation Incentives (Version 1),” International Union for the Conservation of Nature, Gland, 2012.

OBJECTIONS RECEIVED FROM IUCN MEMBERS – Tajjijn (AITA Foundation)

END QUOTE

- 1. From IN/1063 International Council for Game and Wildlife Conservation, Hungary** received on 6 July 2016.
- 2. From IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium** received on 10 July 2016 (after deadline of 8 July).

REFER TO LETTERS ON NEXT PAGES



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

July 6, 2016

Ms. Inger Andersen

Director General

IUCN

Re: Objection to AITA Foundation for Animal Protection's Application for IUCN Membership

Dear Ms Andersen

After review of the AITA Foundation for Animal Protection's (AITA) application for membership of the International Union for the Conservation of Nature (IUCN), the International Council for Game and Wildlife Conservation (CIC) has some reservations as to whether AITA qualifies for membership.

We were not able to assess the content of AITA's website, which is in Chinese, however they have a Facebook page in English [1] and are mentioned in secondary sources such as newspaper articles. We note that they are involved in some laudable conservation projects, such as projects to reduce the illegal trade in ivory and pangolins of which China is a significant source of demand. We also note that AITA is involved in several animal welfare projects such as running an animal ambulance, campaigning against the extraction of bile from live bears and running animal shelters.

We are concerned that AITA is primarily an animal welfare organisation that also undertakes some conservation work. Unfortunately, it has been our experience that animal welfare organisations frequently work against conservation efforts that involve the sustainable use of nature and natural resources, particularly in the CIC's area of sustainable hunting. We are unable to determine this for ourselves from the content of the application form and Facebook feed and would like to seek an assurance from AITA that they would not oppose hunting on principle and regardless of sustainability.

The sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. The IUCN also recognises that both subsistence hunting and recreational hunting for trophies or food can contribute to conservation. In recognition of the potential benefits of regulated and sustainable trophy hunting to communities and conservation, The Species Survival Commission of the IUCN (SSC) developed and released *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* [2] in 2012. The Sustainable Use and Livelihoods Specialist Group of the IUCN (SULi) in collaboration with SSC also recently released *A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies* [3] in response to the potential harm

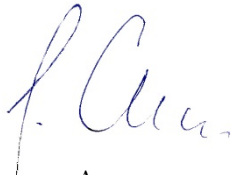
to conservation caused blanket trophy import bans called for by prominent and well-resourced animal welfare organisations.

The sustainable use of natural resources is enshrined in Article 2 of the IUCN statutes. Article 3h requires members to influence policy to ensure that societies can benefit from the sustainable use of their natural resources. Article 7d also excludes organisations that pursue and carry out activities that conflict with the objectives of IUCN from Union membership. If AITA campaigns against hunting (something that IUCN supports), regardless of legality or sustainability, then it violates these statutes and should not be admitted as a member.

On the other hand, if AITA distinguishes between illegal, unregulated poaching and sustainable, regulated hunting. Then it is not in violation of the above IUCN statutes. In order to convince us that this is the case, we request that AITA clarify its position on subsistence and trophy hunting before the Council considers it for membership of the Union.

A common myth circulated about trophy hunting by animal welfare organisations is that it is driving the declines of several species, for example, lions, elephants and rhinos. The truth is that habitat loss, competition with livestock, illegal and uncontrolled poaching, depletion of prey populations and indiscriminate killing due to human-wildlife conflict are the primary causes of these declines [3]. On the other hand, well-managed trophy hunting makes habitat preservation a viable land-use strategy, promotes population recovery and benefits local communities who are incentivised to protect their wildlife [3]. AITA does laudable work reducing the demand for illegally traded wildlife in China, which is hugely important for conservation. We hope that they would not join the ranks of other animal welfare organisation that damage conservation efforts by opposing sustainable hunting.

Kind Regards



George Aman

President

Annexes to the Letter:

Annex 1: References

Annex 1: References

1. References

- [1] AITA Foundation, “AITA Foundation Facebook Page,” 2016. [Online]. Available: <https://www.facebook.com/AITA-Foundation-725061124260778/>. [Accessed 29 June 2016].
- [2] IUCN SSC, “IUCN SSC Guiding Principles on the Use of Trophy Hunting as a Tool to Create Conservation Incentives (Version 1),” International Union for the Conservation of Nature, Gland, 2012.
- [3] IUCN SULi, “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies,” International Union for the Conservation of Nature, Gland, 2016.



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After review of the AITA Foundation for Animal Protection's (AITA) application for membership of the International Union for the Conservation of Nature (IUCN), the International Association for Falconry and the Conservation of Birds of Prey (IAF) has some reservations as to whether AITA qualifies for membership.

We were not able to assess the content of AITA's website, which is in Chinese, however they have a Facebook page in English and are mentioned in secondary sources such as newspaper articles. We note that they are involved in some laudable conservation projects, such as projects to reduce the illegal trade in ivory and pangolins of which China is a significant source of demand. We also note that AITA is involved in several animal welfare projects such as running an animal ambulance, campaigning against the extraction of bile from live bears and running animal shelters.


We are concerned that AITA is primarily an animal welfare organization that also undertakes some conservation work. Unfortunately, it has been our experience that animal welfare organizations frequently work against conservation efforts that involve the sustainable use of nature and natural resources, particularly in the IAF's area of sustainable hunting. We are unable to determine this for ourselves from the content of the application form and Facebook feed and would like to seek an assurance from AITA that they would not oppose hunting on principle and regardless of sustainability. The sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. The IUCN also recognizes that both subsistence hunting and recreational hunting for trophies or food can contribute to conservation.

The sustainable use of natural resources is enshrined in Article 2 of the IUCN statutes. Article 3h requires members to influence policy to ensure that societies can benefit from the sustainable use of their natural resources. Article 7d also excludes organizations that pursue and carry out activities that conflict with the objectives of IUCN from Union membership. If AITA campaigns against hunting (something that IUCN supports), regardless of legality or sustainability, then it

violates these statutes and should not be admitted as a member. On the other hand, if AITA distinguishes between illegal, unregulated poaching and sustainable, regulated hunting. Then it is not in violation of the above IUCN statutes. In order to convince us that this is the case, we request that AITA clarify its position on subsistence and trophy hunting before the Council considers it for membership of the Union.

A common myth circulated about trophy hunting by animal welfare organizations is that it is driving the declines of several species, for example, lions, elephants and rhinos. The truth is that habitat loss, competition with livestock, illegal and uncontrolled poaching, depletion of prey populations and indiscriminate killing due to human-wildlife conflict are the primary causes of these declines. On the other hand, well-managed trophy hunting makes habitat preservation a viable land-use strategy, promotes population recovery and benefits local communities who are incentivized to protect their wildlife. AITA does laudable work reducing the demand for illegally traded wildlife in China, which is hugely important for conservation. We hope that they would not join the ranks of other animal welfare organization that damage conservation efforts by opposing sustainable hunting

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Adrian Lombard', with a large, sweeping flourish above the name.

Adrian Lombard
President: International Association for Falconry and the
Conservation of Birds of Prey.

OBJECTIONS RECEIVED FROM IUCN MEMBERS – Window to Environment Association

- 1. From IN/1063 International Council for Game and Wildlife Conservation, Hungary** received on 6 July 2016.
- 2. From IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium** received on 10 July 2016 (after deadline of 8 July).

REFER TO LETTERS ON NEXT PAGES



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

July 6, 2016

Ms. Inger Andersen

Director General

IUCN

Re: Objection to Windows to Environment's Application for IUCN Membership

Dear Ms Andersen

After review of the Windows to Environment's (WTE) application for membership of the International Union for Conservation of Nature (IUCN), the International Council for Game and Wildlife Conservation (CIC) has some reservations as to whether WTE should be admitted as a Union member.

Our reservations relate to the following statement on hunting in the achievements section of the membership application:

"Prepared campaigns against smoking in public places, to encourage clean streets, and against chaotic hunting" [1]

Before WTE can be admitted as a Union member, additional clarification is required as to what WTE means by "chaotic hunting". Specifically, do WTE campaign against unregulated and illegal poaching, or against all hunting, including legal and regulated hunting?

The sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. The IUCN also recognises that both subsistence hunting and recreational hunting for trophies or food can contribute to conservation. In recognition of the potential benefits of regulated and sustainable trophy hunting to communities and conservation, The Species Survival Commission of the IUCN (SSC) developed and released *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* [2] in 2012. The Sustainable Use and Livelihoods Specialist Group of the IUCN (SULi) in collaboration with SSC also recently released *A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies* [3] in response to the potential harm to conservation caused blanket trophy import bans called for by prominent and well-resourced animal welfare organisations.

The sustainable use of natural resources is enshrined in Article 2 of the IUCN statutes. Article 3h requires members to influence policy to ensure that societies can benefit from the sustainable use of their natural resources. Article 7d also excludes organisations that pursue and carry out activities that conflict with the objectives of IUCN from Union membership. If WTE

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Tel.: +36 23 453 830 – Fax: +36 23 453 832 – office@cic-wildlife.org – www.cic-wildlife.org

campaigns against hunting (something that IUCN supports), regardless of legality or sustainability, then it violates these statutes and should not be admitted as a member.

On the other hand, if WTE campaigns against illegal activities and not against sustainable and regulated hunting then it is not in violation of the above IUCN statutes. In order to convince us that this is the case, we request that WTE clarify its position on hunting and also provides specific details of its campaigns against “chaotic hunting” that it has carried out to date.

We note that there are efforts to enhance the sustainability of hunting in Lebanon that use a community based approach to balance the needs of wildlife with the needs of people [4]. We do not see how the Union would benefit from admitting a member that would oppose such initiatives purely on principle and we sincerely hope this is not an activity that WTE would undertake.

Kind Regards,

A handwritten signature in blue ink, appearing to read 'G. Aman', written in a cursive style.

George Aman

President

Annexes to the Letter:

Annex 1: References

Annex 1: References

1. References

- [1] WTE, “Application for IUCN Membership,” 05 01 2016. [Online]. Available: https://dl.dropboxusercontent.com/u/67222568/Council-Bureau%20July%202016/24736_WEA.pdf.
- [2] IUCN SSC, “IUCN SSC Guiding Principles on the Use of Trophy Hunting as a Tool to Create Conservation Incentives (Version 1),” International Union for the Conservation of Nature, Gland, 2012.
- [3] IUCN SULi, “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies,” International Union for the Conservation of Nature, Gland, 2016.
- [4] Lebanese Environment Forum, “A pilot model for public hunting area in Anjar,” 12 05 2014. [Online]. Available: <http://www.lbeforeum.org/a-pilot-model-for-public-hunting-area-in-anjar/>. [Accessed 28 June 2016].



Member of IUCN

Dr. Adrian Lombard
President
South Africa

Ralph R. Rogers
Vice President
for the Americas
United States of America

Janusz Sielicki
Vice President
Europe, Africa south of
the Sahara and Oceania
Poland

Keiya Nakajima
Vice President
for Asia
Japan

Majid al Mansouri
Vice President
MENA Region
United Arab Emirates

Adrian Reuter
Executive Secretary
Mexico

Antonio Carapuço
Treasurer
Portugal

Bohumil Straka, Ph.D.
Chairman
Advisory Committee
Czech Republic

Gary Timbrell
Executive Officer
Ireland

9th July, 2016.

Ms. Inger Andersen
Director General IUCN

Re: Objection to Windows to Environment's Application for IUCN Membership

Dear Ms. Andersen,

After review of the Windows to Environment's (WTE) application for membership of the International Union for Conservation of Nature (IUCN), the International Association for Falconry and the Conservation of Birds of Prey (IAF) has some reservations as to whether WTE should be admitted as a Union member.

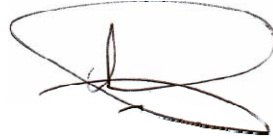
Our reservations relate to the following statement on hunting in the achievements section of the membership application: *"Prepared campaigns against smoking in public places, to encourage clean streets, and against chaotic hunting"*

Before WTE can be admitted as a Union member, additional clarification is required as to what WTE means by "chaotic hunting". Specifically, do WTE campaign against unregulated and illegal poaching, or against all hunting, including legal and regulated hunting? The sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. The IUCN also recognizes that both subsistence hunting and recreational hunting for trophies or food can contribute to conservation. In recognition of the potential benefits of regulated and sustainable trophy hunting to communities and conservation, The Species Survival Commission of the IUCN (SSC) developed and released Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives in 2012. The Sustainable Use and Livelihoods Specialist Group of the IUCN (SULi) in collaboration with SSC also recently released A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies in response to the potential harm to conservation caused blanket trophy import bans called for by prominent and well-resourced animal welfare organizations. The sustainable use of natural resources is enshrined in Article 2 of the IUCN statutes. Article 3h requires members to influence policy to ensure that societies can benefit from the sustainable use of their natural resources. Article 7d also excludes organizations that pursue and carry out activities that conflict with the objectives of IUCN from Union membership. If WTE campaigns against hunting (something that IUCN supports), regardless of legality or sustainability, then it violates these statutes and should not be admitted as a member. On

the other hand, if WTE campaigns against illegal activities and not against sustainable and regulated hunting then it is not in violation of the above IUCN statutes.

In order to convince us that this is the case, we request that WTE clarify its position on hunting and also provides specific details of its campaigns against "*chaotic hunting*" that it has carried out to date.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Adrian Lombard', written in a cursive style.

Adrian Lombard

President: International Association for Falconry and the Conservation of Birds of Prey.

REPLIES TO OBJECTIONS

Integrated Response to Objections

Clarifying Animal Welfare

IFAW is not an animal rights organization. One prominent animal rights perspective is that and “that animals are not ours to use—for food, clothing, entertainment, or experimentation.”¹ IFAW is an animal welfare and conservation organization. Animal welfare is defined by the World Association of Zoos and Aquariums as the “state of an animal” or “how an animal is coping with the conditions in which it lives.”² This can be measured on a spectrum, from very good to very poor.³ Animal welfare science, with roots going back to the 1960s, is “a strongly multi-disciplinary field that incorporate[s] elements of veterinary medicine (pathology, epidemiology), stress physiology and animal behaviour.”⁴ The animal welfare approach recognizes that both biological evidence and societal values play a role in decision making.⁵ Rather than attributing rights to animals, an animal welfare approach notes that as beneficiaries of animals in a wide range of ways both consumptive and nonconsumptive, humans have a responsibility for considering the impacts they have on individuals and populations.⁶

Animal welfare and conservation have important connections. *Both* animal welfare and conservation biology are “fields where the science is, in effect, commissioned in order to guide policies and practices in response to crises or social concerns.”⁷ Furthermore, “the welfare of individuals, the integrity of populations, and the preservation of species depends on the maintenance of ecological processes.”⁸ In the area of wildlife welfare, which addresses wild animals specifically, discussions focus on how to promote the welfare of wildlife in a range of management contexts, including where animals are used as a resource and where they are managed to control their impacts.⁹ Focus on individual animals and their impact on conservation, both positive and negative, is increasingly important, something that is acknowledged in some IUCN arguments.¹⁰ In cases of endangered species, successful

¹ People for the Ethical Treatment of Animals. <http://www.peta.org/about-peta/faq/what-do-you-mean-by-animal-rights/>

² World Association of Zoos and Aquariums (WAZA). “Caring for Wildlife: the World Zoo and Aquarium Animal Welfare Strategy.” 2015. p 18.
http://www.waza.org/files/webcontent/1.public_site/5.conservaion/animal_welfare/WAZA%20Animal%20Welfare%20Strategy%202015_Porrait.pdf

³ Broom, D.M. “A Usable Definition of Animal Welfare.” *Journal of Agricultural and Environmental Ethics* 1993, 6: 15-25. p 15.

⁴ Fraser, D. “Toward a synthesis of conservation and animal welfare science.” *Animal Welfare* 2010, 19: 121-124. See also Carezzi C., Marina Verga. “Animal welfare: review of the scientific concept and definition.” *Italian Journal of Animal Science* vol. 8 (Suppl. 1), 21-30, 2009.

⁵ Ibid.

⁶ Paquet, PC and CT Darimont. “Wildlife conservation and animal welfare: two sides of the same coin?” *Animal Welfare* 2010, 19: 177-190. P. 185

⁷ Fraser, D. p 123.

⁸ Paquet and Darimont.

⁹ Scottish Wildlife Heritage Position on Wildlife Welfare. August 2014. p. 2

<http://www.snh.gov.uk/docs/A1545530.pdf>

¹⁰ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 5

rehabilitation and reintroduction of individuals can contribute to the rebuilding of populations.¹¹ The reintroduction of rehabilitated rhinos in Manas National Park in India and Amur tigers in the Russian Far East are two examples we have been involved with.¹² Addressing the welfare implications of conservation monitoring devices can reduce their impact on the behavior of animals and improve the accuracy of the monitoring data.¹³ Individuals – their presence or absence in a population¹⁴, their health¹⁵ and their behavior¹⁶ under different conditions – can impact the population and the ecosystem and vice versa. Disease transmission, increased human-wildlife conflict, and invasive species, all contributors to species decline, are just a few examples.

Alignment with IUCN Statutes

As demonstrated in its application for membership¹⁷, IFAW is highly engaged in efforts 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.” Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.¹⁸

The IUCN requirement that “any use of natural resources is equitable and ecologically sustainable” does not specify particular types of uses; by saying *any use*, it acknowledges the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development¹⁹.

The document entitled *Working as a Union to Deliver IUCN’s One Programme* notes that “We are all working together to ultimately achieve our vision of a just world that values and conserves nature.”²⁰ IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme document, the independence of members is recognized and that members share and support program

¹¹ Association of Zoos and Aquariums. “Reintroduction Programs.” <https://www.aza.org/reintroduction-programs>

¹² See <http://www.ifaw.org/united-states/news/two-rehabilitated-rhinos-released-wild-manas>
<http://www.ifaw.org/united-states/news/russia-update-tiger-filippa-healthy-nourished-learning-skills-survive-wild>

¹³ Fraser, D. pp 123.

¹⁴ McComb, K., C. Moss, S.M. Durant, L. Baker, S. Sayialel. “Matriarchs As Repositories of Social Knowledge in African Elephants.” *SCIENCE* VOL 292 20 April 2001

¹⁵ Acevedo-Whitehouse, K. & A. L. J. Duffus. “Effects of environmental change on wildlife health.” *Philosophical Transactions of the Royal Society B* (2009) 364, 3429–3438.

¹⁶ Holway, D.A. and A.V. Suarez. “Animal behavior: an essential component of invasion biology.” *Trends in Ecology and Evolution*. vol. 14, no. 8 August 1999. 328-330.

¹⁷ Please see attached application.

¹⁸ Please see attached project information.

¹⁹ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/node/106827>

²⁰ IUCN. *Working as a Union to Deliver IUCN’s One Programme*.
http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf

delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

Disagreements over *how* best to achieve IUCN objectives is not a reason to deny membership. Like IFAW, IUCN takes pains to avoid condoning activities that "...are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance."²¹ Disagreements over the degree to which these consequences are avoided across all the vast geographical areas and political systems where trophy hunting takes place does not imply that IFAW pursues objectives that conflict with IUCN. IFAW prioritizes non-lethal approaches to sustainable use as a way of minimizing these risks.

As stated above, a growing body of scholarly work supports the connections between individual animal welfare and conservation of populations and species; an animal welfare approach is not fundamentally "in conflict" with IUCN objectives.

IFAW believes that a science-based approach allows for a wide range of approaches and hypothesis as how best to fulfill the mission of the IUCN. Science is not monolithic as the great diversity of scientific debate around the world will attest, and the application of science to policy involves complex judgements under time pressure often with high levels of uncertainty.²² The status of the IUCN Redlist, which reflects a modest number of species conservation bright spots amidst ongoing pressure and decline – from habitat loss, illegal trade, invasive species and other threats, makes continued pursuit of solutions that achieve appropriate balance between nature protection and equitable benefit sharing a priority for all of us working in the field.²³

We note that "IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion."²⁴ We agree that communities and governments must perceive value in protecting wildlife and habitats; we also acknowledge challenges for many countries in removing perverse incentives, internalizing all the costs and targeting the benefits associated with different forms of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade enforcement capacity building²⁵.

²¹ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 2

²² Soule, Michael E. "What is Conservation Biology?" *BioScience*, Vol. 35, No. 11, The Biological Diversity Crisis. (Dec., 1985), pp. 727-734. 727.

²³ IUCN. Red List Update. 23 Jun 2015. <http://www.iucn.org/content/conservation-successes-overshadowed-more-species-declines-%E2%80%93-iucn-red-list-update>

²⁴ IUCN SSC (2012). IUCN SSC Guiding principles.

²⁵ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/news/training-update-combatting-wildlife-cybercrime-south-africa>

Collaboration and Collegiality

The writer expresses the opinion that IFAW is divisive. Our reputation around the world is quite the opposite as evidenced by the number and quality of the support letters we received for our IUCN application.²⁶ IFAW, like all organizations, has evolved greatly since our last application to IUCN which took place over 20 years ago. We request our application be based on the merits of our work.

IFAW is committed to building constructive relationships and maintaining dialogue with organizations that hold different positions on a range of issues. We need not agree on every approach to every conservation challenge in order to be good colleagues and partners; if that were the standard, very little learning in our field would occur. IFAW works with a wide range of government, intergovernmental, NGO and community-based partners on areas of common concern, many of whom are IUCN members. We are collaborating on conservation efforts in the Horn of Africa region with IUCN-Netherlands, Horn of Africa Regional Environment Center (HoA-REC) and South Rift Association of Land Owners (SORALO). We are currently partnering with the US Fish and Wildlife Service, the South Africa Department of Environmental Affairs, and the CITES Secretariat to host the first Youth Forum for People and Wildlife to engage a highly diverse group of 34 young conservationists from around the globe in learning and exchange of ideas.²⁷ We collaborate with and/or provide capacity building services to diverse national agencies including Kenya Wildlife Service, Uganda Wildlife Authority, Ethiopian Wildlife Conservation Authority (EWCA), Tanzania National Parks Authority (TANAPA), Malawi and Zambia Departments of National Parks and Wildlife (DNPW), with regional agencies like the Lusaka Agreement Task Force (LATF), and with INTERPOL.

One of our core values is Pragmatism: “We strive to attain and promote practical, lasting results for individual animals as well as species, populations and habitats. Communities play a critical role in protecting animals, and we promote solutions that address their needs. We work with diverse interests to find common ground.”²⁸

Ethics

The author of this objection implies that referencing ethical considerations makes IFAW incompatible with IUCN membership. The IUCN too concerns itself with the “ethical” use of wildlife: “IUCN’s formal recognition that the ethical and sustainable use of wildlife confirm an integral part and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980.”²⁹

The existence of different and sometimes conflicting ethical considerations are a reality in all aspects of environmental decision-making; IUCN is acknowledging this and embracing further dialogue about ethical perspectives in conservation by hosting a Knowledge Café on Saturday September 3 at the upcoming World Conservation Congress, in which IFAW has been invited by IUCN Sustainable Use and Livelihoods Specialist Group Chair Rosie Cooney to participate.

²⁶ See application support letters from Kenya Wildlife Service, US Fish and Wildlife Service, World Association of Zoos and Aquariums, Wildlife Conservation Society, Natural Resources Defence Council, Freeland Foundation, and Wildlife Trust of India.

²⁷ See <http://www.ifaw.org/united-states/node/106827>

²⁸ IFAW Institutional Strategic Plan 2015-2020

²⁹ IUCN SSC (2012). IUCN SSC Guiding principles p. 2

IFAW Positions

The IFAW statement of principles and glossary of terms is based on sound animal welfare and conservation science. We earlier discussed some of the academic underpinnings of animal welfare, and the concepts of intrinsic value and the precautionary principle are acknowledged in the conservation field.³⁰ Our positions go through a formal and thorough drafting and internal review process³¹ during which drafts are updated as conditions and knowledge change.

The existence of a statement of position or definition on our website does not equate to the existence of an active, broad campaign; in our glossary and statement of principles we address a wide range of issues that are not organizational priorities, including animal testing and farm animal welfare. They serve to help us answer questions we receive from media, supporters and the general public. Our engagement with the issues of trophy and commercial hunting has *not* been of a broad, widespread nature; it has been limited to situations where we have identified specific conservation and/or animal welfare concerns, and involves careful consideration of available data, or when data is limited, additional research.

Trophy Hunting as a Conservation Approach

Trophy Hunting is one form of sustainable use; it is not the only form of sustainable use and it is not the only recognised approach to the conservation of nature and natural resources by the IUCN.³² While IFAW does not promote trophy hunting as a conservation tool, IFAW is willing to collaborate with organisations with which it disagrees on some things to advance a conservation agenda.

The IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives makes it very clear that Trophy Hunting is considered “a” tool, not the sole method of creating conservation incentives. The opening text of the document states, “Trophy hunting is often a contentious activity, with people supporting or opposing it on a variety of biological, economic, ideological or cultural bases. This document is focused solely on the relevance of trophy hunting for conservation and associated local livelihoods. Nothing in this document is intended to support or condone trophy hunting activities that are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”³³

Further: In the Biological Sustainability section of this document:

“Trophy Hunting as described in Section II, can serve as a conservation tool when it:

³⁰ Soule, M. 731. and also Stevens, Mary. "The Precautionary Principle in the International Arena." *Sustainable Development Law and Policy*, Spring/Summer 2002, 13-15.

³¹ Milburn, C. "Briefing Document on the Development of IFAW Position Statements." 1 October 2014.

³² See extensive catalogue of IUCN themes and projects. <http://www.iucn.org/theme/species/our-work/action-ground>; <http://www.iucn.org/our-work>

³³ IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives, ver. 1.0 09 August 2012 p. 2

1. Does not contribute to long-term population declines of the hunted species or of other species sharing its habitat, noting that a sustainably harvested population may be smaller than an unharvested one:
2. Does not substantially alter processes of natural selection and ecosystem function; that is, it maintains “wild populations of indigenous species with adaptive gene pools. this generally requires that hunting off take produces only minor alternations to naturally occurring demographic structure. It also requires avoidance of breeding or culling to deliberately enhance population-genetic characteristics of species subject to hunting that are inconsistent with natural selection;
3. Does not inadvertently facilitate poaching or illegal trade of wildlife
4. Does not artificially and/or substantially manipulate ecosystems or their component elements in ways that are incompatible with the objective of supporting the full range of native biodiversity.”

All of these points are being debated by a wide range of IUCN members and non-members; debating them to ensure that criteria are met does not preclude membership in the IUCN. There is great difference of opinion as to whether all conditions of trophy hunting, as defined by IUCN guiding principles, are being met. IUCN acknowledges this in its April 2016 briefing paper, *Informing decisions on trophy hunting*: “Trophy hunting takes place in a great variety of governance, management, and ecological contexts, so its impacts on conservation vary enormously, from negative to neutral to positive. In many contexts good evidence is lacking or scanty, so it is currently impossible to evaluate precisely how widespread each outcome is.”³⁴ Therefore debate about its appropriateness as a conservation strategy should be welcomed and is in no way a reason to deny IFAW IUCN membership.

IFAW Trophy Hunting Report

The objector raises questions about the scientific rigor of IFAW's recent trophy hunting report. While IFAW staff, contractors and collaborators have a strong research and academic publication record³⁵, we often have information needs that must be met on a shorter timeline. This analysis is not, and was never intended to be, a scientific paper submitted for peer review. It was undertaken in response to questions about the scope and scale of international trade in trophies from a threatened taxa, both within and outside the organization that we could not answer and were regularly asked and its parameters were set accordingly to be an analysis of import and export data from the CITES database, a neutral source. The CITES database is the only one that collects trade from all countries. The Objecting Party does not question the data analyses from the report. Given that this was a 62 page report with more than 230 citations, the fact that the Objecting Party found fault with only six sources – including *New York Times* and *BBC* – speaks to the validity and integrity of the report.

³⁴ IUCN. “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies.” April 2016. p. 5

³⁵ See attached publication list.

IFAW DETAILED RESPONSE TO EACH OF THE OBJECTIONS RECEIVED

1. OBJECTION received on 13 June 2016.

QUOTEWith respect to the Membership Applications I would like to register an objection to the following application:

#18 International Fund for Animal Welfare, this organisation is predominantly an animal rights and welfare organisation and whilst this is perfectly legitimate the campaign record and objectives of the organisation do not speak to article 7 of the IUCN statutes and specifically and regularly work against article 7 and article 7 (c)(ii) in particular. It is not obvious to me that IFAW have changed their approach since their last Membership bid was rejected. This organisation is highly divisive and will only serve to weaken the spirit of collaboration and collegiality that exists amongst the diverse membership of IUCN as it stands today. I therefore strongly object to their Membership of IUCN.

END QUOTE

IFAW Response

Clarifying Animal Welfare

IFAW is not an animal rights organization. One prominent animal rights perspective is that and “that animals are not ours to use—for food, clothing, entertainment, or experimentation.”¹ IFAW is an animal welfare and conservation organization. Animal welfare is defined by the World Association of Zoos and Aquariums as the “state of an animal” or “how an animal is coping with the conditions in which it lives.”² This can be measured on a spectrum, from very good to very poor.³ Animal welfare science, with roots going back to the 1960s, is “a strongly multi-disciplinary field that incorporate[s] elements of veterinary medicine (pathology, epidemiology), stress physiology and animal behaviour.”⁴ The animal welfare approach recognizes that both biological evidence and societal values play a role in decision making.⁵ Rather than attributing rights to animals, an animal welfare approach notes that as beneficiaries of animals in a wide range of ways both consumptive and nonconsumptive, humans have a responsibility for considering the impacts they have on individuals and populations.⁶

Animal welfare and conservation have important connections. *Both* animal welfare and conservation biology are “fields where the science is, in effect, commissioned in order to guide policies and practices in response to crises or social concerns.”⁷ Furthermore, “the welfare of individuals, the integrity of populations, and the preservation of species depends on the maintenance of ecological processes.”⁸ In the area of wildlife welfare, which addresses wild animals specifically, discussions focus on how to promote the welfare of

¹ People for the Ethical Treatment of Animals. <http://www.peta.org/about-peta/fag/what-do-you-mean-by-animal-rights/>

² World Association of Zoos and Aquariums (WAZA). “Caring for Wildlife: the World Zoo and Aquarium Animal Welfare Strategy.” 2015. p 18.
http://www.waza.org/files/webcontent/1.public_site/5.conservaion/animal_welfare/WAZA%20Animal%20Welfare%20Strategy%202015_Portrait.pdf

³ Broom, D.M. “A Usable Definition of Animal Welfare.” *Journal of Agricultural and Environmental Ethics* 1993, 6: 15-25. p 15.

⁴ Fraser, D. “Toward a synthesis of conservation and animal welfare science.” *Animal Welfare* 2010, 19: 121-124. See also Carezzi C., Marina Verga. “Animal welfare: review of the scientific concept and definition.” *Italian Journal of Animal Science* vol. 8 (Suppl. 1), 21-30, 2009.

⁵ Ibid.

⁶ Paquet, PC and CT Darimont. “Wildlife conservation and animal welfare: two sides of the same coin?” *Animal Welfare* 2010, 19: 177-190. P. 185

⁷ Fraser, D. p 123.

⁸ Paquet and Darimont.

wildlife in a range of management contexts, including where animals are used as a resource and where they are managed to control their impacts.⁹ Focus on individual animals and their impact on conservation, both positive and negative, is increasingly important, something that is acknowledged in some IUCN arguments.¹⁰ In cases of endangered species, successful rehabilitation and reintroduction of individuals can contribute to the rebuilding of populations.¹¹ The reintroduction of rehabilitated rhinos in Manas National Park in India and Amur tigers in the Russian Far East are two examples we have been involved with.¹² Addressing the welfare implications of conservation monitoring devices can reduce their impact on the behavior of animals and improve the accuracy of the monitoring data.¹³ Individuals – their presence or absence in a population¹⁴, their health¹⁵ and their behavior¹⁶ under different conditions – can impact the population and the ecosystem and vice versa. Disease transmission, increased human-wildlife conflict, and invasive species, all contributors to species decline, are just a few examples.

Alignment with IUCN Statutes

As demonstrated in its application for membership¹⁷, IFAW is highly engaged in efforts 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.” Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.¹⁸

The IUCN requirement that “any use of natural resources is equitable and ecologically sustainable” does not specify particular types of uses; by saying *any use*, it acknowledges the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development¹⁹.

The document entitled *Working as a Union to Deliver IUCN's One Programme* notes that “We are all working together to ultimately achieve our vision of a just world that values and

⁹ Scottish Wildlife Heritage Position on Wildlife Welfare. August 2014. p. 2

<http://www.snh.gov.uk/docs/A1545530.pdf>

¹⁰ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 5

¹¹ Association of Zoos and Aquariums. “Reintroduction Programs.” <https://www.aza.org/reintroduction-programs>

¹² See <http://www.ifaw.org/united-states/news/two-rehabilitated-rhinos-released-wild-manas>
<http://www.ifaw.org/united-states/news/russia-update-tiger-filippa-healthy-nourished-learning-skills-survive-wild>

¹³ Fraser, D. pp 123.

¹⁴ McComb, K., C. Moss, S.M. Durant, L. Baker, S. Sayialel. “Matriarchs As Repositories of Social Knowledge in African Elephants.” *SCIENCE* VOL 292 20 April 2001

¹⁵ Acevedo-Whitehouse, K. & A. L. J. Duffus. “Effects of environmental change on wildlife health.” *Philosophical Transactions of the Royal Society B* (2009) 364, 3429–3438.

¹⁶ Holway, D.A. and A.V. Suarez. “Animal behavior: an essential component of invasion biology.” *Trends in Ecology and Evolution*. vol. 14, no. 8 August 1999. 328-330.

¹⁷ Please see attached application.

¹⁸ Please see attached project information.

¹⁹ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/node/106827>

conserves nature.”²⁰ IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme document, the independence of members is recognized and that members share and support program delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

Disagreements over *how* best to achieve IUCN objectives is not a reason to deny membership. Like IFAW, IUCN takes pains to avoid condoning activities that “...are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”²¹ Disagreements over the degree to which these consequences are avoided across all the vast geographical areas and political systems where trophy hunting takes place does not imply that IFAW pursues objectives that conflict with IUCN. IFAW prioritizes non-lethal approaches to sustainable use as a way of minimizing these risks.

As stated above, a growing body of scholarly work supports the connections between individual animal welfare and conservation of populations and species; an animal welfare approach is not fundamentally “in conflict” with IUCN objectives.

IFAW believes that a science-based approach allows for a wide range of approaches and hypothesis as how best to fulfill the mission of the IUCN. Science is not monolithic as the great diversity of scientific debate around the world will attest, and the application of science to policy involves complex judgements under time pressure often with high levels of uncertainty.²² The status of the IUCN Redlist, which reflects a modest number of species conservation bright spots amidst ongoing pressure and decline – from habitat loss, illegal trade, invasive species and other threats, makes continued pursuit of solutions that achieve appropriate balance between nature protection and equitable benefit sharing a priority for all of us working in the field.²³

We note that “IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.”²⁴ We agree that communities and governments must perceive value in protecting wildlife and habitats; we also acknowledge challenges for many countries in removing perverse incentives, internalizing all the costs and targeting the benefits associated with different forms of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade enforcement capacity building²⁵.

²⁰ IUCN. *Working as a Union to Deliver IUCN's One Programme*.

http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf

²¹ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 2

²² Soule, Michael E. “What is Conservation Biology?” *BioScience*, Vol. 35, No. 11, The Biological Diversity Crisis. (Dec., 1985), pp. 727-734. 727.

²³ IUCN. Red List Update. 23 Jun 2015. <http://www.iucn.org/content/conservation-successes-overshadowed-more-species-declines-%E2%80%93-iucn-red-list-update>

²⁴ IUCN SSC (2012). IUCN SSC Guiding principles.

²⁵ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and

<http://www.ifaw.org/united-states/news/training-update-combatting-wildlife-cybercrime-south-africa>

Collaboration and Collegiality

The writer expresses the opinion that IFAW is divisive. Our reputation around the world is quite the opposite as evidenced by the number and quality of the support letters we received for our IUCN application.²⁶ IFAW, like all organizations, has evolved greatly since our last application to IUCN which took place over 20 years ago. We request our application be based on the merits of our work.

IFAW is committed to building constructive relationships and maintaining dialogue with organizations that hold different positions on a range of issues. We need not agree on every approach to every conservation challenge in order to be good colleagues and partners; if that were the standard, very little learning in our field would occur. IFAW works with a wide range of government, intergovernmental, NGO and community-based partners on areas of common concern, many of whom are IUCN members. We are collaborating on conservation efforts in the Horn of Africa region with IUCN-Netherlands, Horn of Africa Regional Environment Center (HoA-REC) and South Rift Association of Land Owners (SORALO). We are currently partnering with the US Fish and Wildlife Service, the South Africa Department of Environmental Affairs, and the CITES Secretariat to host the first Youth Forum for People and Wildlife to engage a highly diverse group of 34 young conservationists from around the globe in learning and exchange of ideas.²⁷ We collaborate with and/or provide capacity building services to diverse national agencies including Kenya Wildlife Service, Uganda Wildlife Authority, Ethiopian Wildlife Conservation Authority (EWCA), Tanzania National Parks Authority (TANAPA), Malawi and Zambia Departments of National Parks and Wildlife (DNPW), with regional agencies like the Lusaka Agreement Task Force (LATF), and with INTERPOL.

One of our core values is Pragmatism: “We strive to attain and promote practical, lasting results for individual animals as well as species, populations and habitats. Communities play a critical role in protecting animals, and we promote solutions that address their needs. We work with diverse interests to find common ground.”²⁸

²⁶ See application support letters from Kenya Wildlife Service, US Fish and Wildlife Service, World Association of Zoos and Aquariums, Wildlife Conservation Society, Natural Resources Defence Council, Freeland Foundation, and Wildlife Trust of India.

²⁷ See <http://www.ifaw.org/united-states/node/106827>

²⁸ IFAW Institutional Strategic Plan 2015-2020

2. OBJECTION received on 14 June 2016.

QUOTE

I would like to lodge a **formal objection** to the IUCN membership application as lodged by **applicant no 18. International Fund for Animal Welfare (IFAW)**.

It is common knowledge that IFAW, a well-known animal rights activist group, actively campaigns against trophy and commercial hunting. This is evidenced on their own website in point 3.4 and 3.5 under their "Glossary and Statements of Principle" page found at <http://www.ifaw.org/unitedstates/our-work/glossary-and-statements-principle>.

Trophy and commercial hunting are accepted forms of sustainable utilisation and there are integral to the conservation strategy of many countries. In our country for example; fees and funds collected from trophy hunting are paid into the Game Products Trust Fund which in turn funds the conservation activities, including anti-poaching efforts, of some 82 communal conservancies.

The IUCN supports sustainable utilisation of natural resources as evidenced by https://cmsdata.iucn.org/downloads/iucn_ssc_guiding_principles_on_trophy_hunting_ver1_09aug2012.pdf and http://cmsdata.iucn.org/downloads/iucn_informingdecisionsontrophyhuntingv1.pdf . If you Google the word "IUCN" the first text that pops up is: "The International Union for Conservation of Nature and Natural Resources is an international organization working in the field of nature conservation and sustainable use of natural resources". This is therefore a compelling case that **the applicant infringes on the IUCN statute no 7. (d)**. IFAW pursues objectives and carries out activities that conflict with the objectives or activities of IUCN.

END QUOTE

IFAW Response

Clarifying Animal Welfare

IFAW is not an animal rights organization. One prominent animal rights perspective is that and "that animals are not ours to use—for food, clothing, entertainment, or experimentation."²⁹ IFAW is an animal welfare and conservation organization. Animal welfare is defined by the World Association of Zoos and Aquariums as the "state of an animal" or "how an animal is coping with the conditions in which it lives."³⁰ This can be measured on a spectrum, from very good to very poor.³¹ Animal welfare science, with roots going back to the 1960s, is "a strongly multi-disciplinary field that incorporate[s] elements of veterinary medicine (pathology, epidemiology), stress physiology and animal behaviour."³² The animal welfare approach recognizes that both biological evidence and societal values play a role in decision making.³³ Rather than attributing rights to animals, an animal welfare approach notes that as beneficiaries of animals in a wide range of ways both consumptive

²⁹ People for the Ethical Treatment of Animals. <http://www.peta.org/about-peta/fag/what-do-you-mean-by-animal-rights/>

³⁰ World Association of Zoos and Aquariums (WAZA). "Caring for Wildlife: the World Zoo and Aquarium Animal Welfare Strategy." 2015. p 18.
http://www.waza.org/files/webcontent/1.public_site/5.conservations/animal_welfare/WAZA%20Animal%20Welfare%20Strategy%202015_Portrait.pdf

³¹ Broom, D.M. "A Usable Definition of Animal Welfare." *Journal of Agricultural and Environmental Ethics* 1993, 6: 15-25. p 15.

³² Fraser, D. "Toward a synthesis of conservation and animal welfare science." *Animal Welfare* 2010, 19: 121-124. See also Carenzi C., Marina Verga. "Animal welfare: review of the scientific concept and definition." *Italian Journal of Animal Science* vol. 8 (Suppl. 1), 21-30, 2009.

³³ Ibid.

and nonconsumptive, humans have a responsibility for considering the impacts they have on individuals and populations.³⁴

Animal welfare and conservation have important connections. *Both* animal welfare and conservation biology are “fields where the science is, in effect, commissioned in order to guide policies and practices in response to crises or social concerns.”³⁵ Furthermore, “the welfare of individuals, the integrity of populations, and the preservation of species depends on the maintenance of ecological processes.”³⁶ In the area of wildlife welfare, which addresses wild animals specifically, discussions focus on how to promote the welfare of wildlife in a range of management contexts, including where animals are used as a resource and where they are managed to control their impacts.³⁷ Focus on individual animals and their impact on conservation, both positive and negative, is increasingly important, something that is acknowledged in some IUCN arguments.³⁸ In cases of endangered species, successful rehabilitation and reintroduction of individuals can contribute to the rebuilding of populations.³⁹ The reintroduction of rehabilitated rhinos in Manas National Park in India and Amur tigers in the Russian Far East are two examples we have been involved with.⁴⁰ Addressing the welfare implications of conservation monitoring devices can reduce their impact on the behavior of animals and improve the accuracy of the monitoring data.⁴¹ Individuals – their presence or absence in a population⁴², their health⁴³ and their behavior⁴⁴ under different conditions – can impact the population and the ecosystem and vice versa. Disease transmission, increased human-wildlife conflict, and invasive species, all contributors to species decline, are just a few examples.

Alignment with IUCN Statutes

As demonstrated in its application for membership⁴⁵, IFAW is highly engaged in efforts 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.” Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.⁴⁶

³⁴ Paquet, PC and CT Darimont. “Wildlife conservation and animal welfare: two sides of the same coin?” *Animal Welfare* 2010, 19: 177-190. P. 185

³⁵ Fraser, D. p 123.

³⁶ Paquet and Darimont.

³⁷ Scottish Wildlife Heritage Position on Wildlife Welfare. August 2014. p. 2

<http://www.snh.gov.uk/docs/A1545530.pdf>

³⁸ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 5

³⁹ Association of Zoos and Aquariums. “Reintroduction Programs.” <https://www.aza.org/reintroduction-programs>

⁴⁰ See <http://www.ifaw.org/united-states/news/two-rehabilitated-rhinos-released-wild-manas>
<http://www.ifaw.org/united-states/news/russia-update-tiger-filippa-healthy-nourished-learning-skills-survive-wild>

⁴¹ Fraser, D. pp 123.

⁴² McComb, K., C. Moss, S.M. Durant, L. Baker, S. Sayialel. “Matriarchs As Repositories of Social Knowledge in African Elephants.” *SCIENCE* VOL 292 20 April 2001

⁴³ Acevedo-Whitehouse, K. & A. L. J. Duffus. “Effects of environmental change on wildlife health.” *Philosophical Transactions of the Royal Society B* (2009) 364, 3429–3438.

⁴⁴ Holway, D.A. and A.V. Suarez. “Animal behavior: an essential component of invasion biology.” *Trends in Ecology and Evolution*. vol. 14, no. 8 August 1999. 328-330.

⁴⁵ Please see attached application.

⁴⁶ Please see attached project information.

The IUCN requirement that “any use of natural resources is equitable and ecologically sustainable” does not specify particular types of uses; by saying *any use*, it acknowledges the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development⁴⁷.

The document entitled *Working as a Union to Deliver IUCN’s One Programme* notes that “We are all working together to ultimately achieve our vision of a just world that values and conserves nature.”⁴⁸ IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme document, the independence of members is recognized and that members share and support program delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

Disagreements over *how* best to achieve IUCN objectives is not a reason to deny membership. Like IFAW, IUCN takes pains to avoid condoning activities that “...are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”⁴⁹ Disagreements over the degree to which these consequences are avoided across all the vast geographical areas and political systems where trophy hunting takes place does not imply that IFAW pursues objectives that conflict with IUCN. IFAW prioritizes non-lethal approaches to sustainable use as a way of minimizing these risks.

As stated above, a growing body of scholarly work supports the connections between individual animal welfare and conservation of populations and species; an animal welfare approach is not fundamentally “in conflict” with IUCN objectives.

IFAW believes that a science-based approach allows for a wide range of approaches and hypothesis as how best to fulfill the mission of the IUCN. Science is not monolithic as the great diversity of scientific debate around the world will attest, and the application of science to policy involves complex judgements under time pressure often with high levels of uncertainty.⁵⁰ The status of the IUCN Redlist, which reflects a modest number of species conservation bright spots amidst ongoing pressure and decline – from habitat loss, illegal trade, invasive species and other threats, makes continued pursuit of solutions that achieve appropriate balance between nature protection and equitable benefit sharing a priority for all of us working in the field.⁵¹

We note that “IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized,

⁴⁷ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/node/106827>

⁴⁸ IUCN. *Working as a Union to Deliver IUCN’s One Programme*. http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf

⁴⁹ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 2

⁵⁰ Soule, Michael E. “What is Conservation Biology?” *BioScience*, Vol. 35, No. 11, The Biological Diversity Crisis. (Dec., 1985), pp. 727-734. 727.

⁵¹ IUCN. Red List Update. 23 Jun 2015. <http://www.iucn.org/content/conservation-successes-overshadowed-more-species-declines-%E2%80%93-iucn-red-list-update>

favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.”⁵² We agree that communities and governments must perceive value in protecting wildlife and habitats; we also acknowledge challenges for many countries in removing perverse incentives, internalizing all the costs and targeting the benefits associated with different forms of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade enforcement capacity building⁵³.

IFAW Positions

The IFAW statement of principles and glossary of terms is based on sound animal welfare and conservation science. We earlier discussed some of the academic underpinnings of animal welfare, and the concepts of intrinsic value and the precautionary principle are acknowledged in the conservation field.⁵⁴ Our positions go through a formal and thorough drafting and internal review process⁵⁵ during which drafts are updated as conditions and knowledge change.

The existence of a statement of position or definition on our website does not equate to the existence of an active, broad campaign; in our glossary and statement of principles we address a wide range of issues that are not organizational priorities, including animal testing and farm animal welfare. They serve to help us answer questions we receive from media, supporters and the general public. Our engagement with the issues of trophy and commercial hunting has *not* been of a broad, widespread nature; it has been limited to situations where we have identified specific conservation and/or animal welfare concerns, and involves careful consideration of available data, or when data is limited, additional research.

Trophy Hunting as a Conservation Approach

Trophy Hunting is one form of sustainable use; it is not the only form of sustainable use and it is not the only recognised approach to the conservation of nature and natural resources by the IUCN.⁵⁶ While IFAW does not promote trophy hunting as a conservation tool, IFAW is willing to collaborate with organisations with which it disagrees on some things to advance a conservation agenda.

The IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives makes it very clear that Trophy Hunting is considered “a” tool, not the sole method of creating conservation incentives. The opening text of the document states, “Trophy hunting is often a contentious activity, with people supporting or opposing it on a variety of biological, economic, ideological or cultural bases. This document is focused solely on the relevance of trophy hunting for conservation and associated local livelihoods. Nothing in this document is intended to support or condone trophy hunting activities that are unsustainable; adversely affects habitats; increase extinction risks;

⁵² IUCN SSC (2012). IUCN SSC Guiding principles.

⁵³ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/news/training-update-combatting-wildlife-cybercrime-south-africa>

⁵⁴ Soule, M. 731. and also Stevens, Mary. "The Precautionary Principle in the International Arena." *Sustainable Development Law and Policy*, Spring/Summer 2002, 13-15.

⁵⁵ Milburn, C. “Briefing Document on the Development of IFAW Position Statements.” 1 October 2014.

⁵⁶ See extensive catalogue of IUCN themes and projects. <http://www.iucn.org/theme/species/our-work/action-ground>; <http://www.iucn.org/our-work>

undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”⁵⁷

Further: In the Biological Sustainability section of this document:

“Trophy Hunting as described in Section II, can serve as a conservation tool when it:

1. Does not contribute to long-term population declines of the hunted species or of other species sharing its habitat, noting that a sustainably harvested population may be smaller than an unharvested one;
2. Does not substantially alter processes of natural selection and ecosystem function; that is, it maintains “wild populations of indigenous species with adaptive gene pools. this generally requires that hunting off take produces only minor alternations to naturally occurring demographic structure. It also requires avoidance of breeding or culling to deliberately enhance population-genetic characteristics of species subject to hunting that are inconsistent with natural selection;
3. Does not inadvertently facilitate poaching or illegal trade of wildlife
4. Does not artificially and/or substantially manipulate ecosystems or their component elements in ways that are incompatible with the objective of supporting the full range of native biodiversity.”

All of these points are being debated by a wide range of IUCN members and non-members; debating them to ensure that criteria are met does not preclude membership in the IUCN. There is great difference of opinion as to whether all conditions of trophy hunting, as defined by IUCN guiding principles, are being met. IUCN acknowledges this in its April 2016 briefing paper, *Informing decisions on trophy hunting*: “Trophy hunting takes place in a great variety of governance, management, and ecological contexts, so its impacts on conservation vary enormously, from negative to neutral to positive. In many contexts good evidence is lacking or scanty, so it is currently impossible to evaluate precisely how widespread each outcome is.”⁵⁸ Therefore debate about its appropriateness as a conservation strategy should be welcomed and is in no way a reason to deny IFAW IUCN membership.

Alignment with IUCN Statutes

As demonstrated in its application for membership⁵⁹, IFAW is highly engaged in efforts 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.” Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.⁶⁰

The IUCN requirement that “any use of natural resources is equitable and ecologically sustainable” does not specify particular types of uses; by saying *any use*, it acknowledges

⁵⁷ IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives, ver. 1.0 09 August 2012 p. 2

⁵⁸ IUCN. “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies.” April 2016. p. 5

⁵⁹ Please see attached application.

⁶⁰ Please see attached project information.

the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development⁶¹.

The document entitled *Working as a Union to Deliver IUCN's One Programme* notes that “We are all working together to ultimately achieve our vision of a just world that values and conserves nature.”⁶² IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme document, the independence of members is recognized and that members share and support program delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

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We note that “IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation,

⁶¹ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/node/106827>

⁶² IUCN. *Working as a Union to Deliver IUCN's One Programme*. http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf

⁶³ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 2

⁶⁴ Soule, Michael E. “What is Conservation Biology?” *BioScience*, Vol. 35, No. 11, The Biological Diversity Crisis. (Dec., 1985), pp. 727-734. 727.

⁶⁵ IUCN. Red List Update. 23 Jun 2015. <http://www.iucn.org/content/conservation-successes-overshadowed-more-species-declines-%E2%80%93-iucn-red-list-update>

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3. OBJECTION received on 15 June 2016.

QUOTE

We would like to formally objection against the membership application for Animal IFAW.

Our objection is based on the fact that the objectives of IFAW are not aligned with IUCN's mission 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". It is well known that IFAW does not support any form of sustainable utilisation of wildlife. These are actually animal rights Organisation fighting cruelty to animals. While this is no doubt a worthy cause, protecting individual animals from cruelty and abuse has little to do with promoting effective and equitable biodiversity conservation.

Based on that, we vehemently opposes IFAW application for IUCN membership.
With reference

END QUOTE

IFAW Response

Alignment with IUCN Statutes

As demonstrated in its application for membership⁶⁸, IFAW is highly engaged in efforts 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." Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.⁶⁹

The IUCN requirement that "any use of natural resources is equitable and ecologically sustainable" does not specify particular types of uses; by saying *any use*, it acknowledges the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development⁷⁰.

The document entitled *Working as a Union to Deliver IUCN's One Programme* notes that "We are all working together to ultimately achieve our vision of a just world that values and conserves nature."⁷¹ IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme

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document, the independence of members is recognized and that members share and support program delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

Disagreements over *how* best to achieve IUCN objectives is not a reason to deny membership. Like IFAW, IUCN takes pains to avoid condoning activities that "...are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance."⁷² Disagreements over the degree to which these consequences are avoided across all the vast geographical areas and political systems where trophy hunting takes place does not imply that IFAW pursues objectives that conflict with IUCN. IFAW prioritizes non-lethal approaches to sustainable use as a way of minimizing these risks.

As stated above, a growing body of scholarly work supports the connections between individual animal welfare and conservation of populations and species; an animal welfare approach is not fundamentally "in conflict" with IUCN objectives.

IFAW believes that a science-based approach allows for a wide range of approaches and hypothesis as how best to fulfill the mission of the IUCN. Science is not monolithic as the great diversity of scientific debate around the world will attest, and the application of science to policy involves complex judgements under time pressure often with high levels of uncertainty.⁷³ The status of the IUCN Redlist, which reflects a modest number of species conservation bright spots amidst ongoing pressure and decline – from habitat loss, illegal trade, invasive species and other threats, makes continued pursuit of solutions that achieve appropriate balance between nature protection and equitable benefit sharing a priority for all of us working in the field.⁷⁴

We note that "IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion."⁷⁵ We agree that communities and governments must perceive value in protecting wildlife and habitats; we also acknowledge challenges for many countries in removing perverse incentives, internalizing all the costs and targeting the benefits associated with different forms of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade enforcement capacity building⁷⁶.

Clarifying Animal Welfare

IFAW is not an animal rights organization. One prominent animal rights perspective is that and "that animals are not ours to use—for food, clothing, entertainment, or

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experimentation.”⁷⁷ IFAW is an animal welfare and conservation organization. Animal welfare is defined by the World Association of Zoos and Aquariums as the “state of an animal” or “how an animal is coping with the conditions in which it lives.”⁷⁸ This can be measured on a spectrum, from very good to very poor.⁷⁹ Animal welfare science, with roots going back to the 1960s, is “a strongly multi-disciplinary field that incorporate[s] elements of veterinary medicine (pathology, epidemiology), stress physiology and animal behaviour.”⁸⁰ The animal welfare approach recognizes that both biological evidence and societal values play a role in decision making.⁸¹ Rather than attributing rights to animals, an animal welfare approach notes that as beneficiaries of animals in a wide range of ways both consumptive and nonconsumptive, humans have a responsibility for considering the impacts they have on individuals and populations.⁸²

Animal welfare and conservation have important connections. *Both* animal welfare and conservation biology are “fields where the science is, in effect, commissioned in order to guide policies and practices in response to crises or social concerns.”⁸³ Furthermore, “the welfare of individuals, the integrity of populations, and the preservation of species depends on the maintenance of ecological processes.”⁸⁴ In the area of wildlife welfare, which addresses wild animals specifically, discussions focus on how to promote the welfare of wildlife in a range of management contexts, including where animals are used as a resource and where they are managed to control their impacts.⁸⁵ Focus on individual animals and their impact on conservation, both positive and negative, is increasingly important, something that is acknowledged in some IUCN arguments.⁸⁶ In cases of endangered species, successful rehabilitation and reintroduction of individuals can contribute to the rebuilding of populations.⁸⁷ The reintroduction of rehabilitated rhinos in Manas National Park in India and Amur tigers in the Russian Far East are two examples we have been involved with.⁸⁸ Addressing the welfare implications of conservation monitoring devices can reduce their impact on the behavior of animals and improve the accuracy of the monitoring data.⁸⁹

⁷⁷ People for the Ethical Treatment of Animals. <http://www.peta.org/about-peta/fag/what-do-you-mean-by-animal-rights/>

⁷⁸ World Association of Zoos and Aquariums (WAZA). “Caring for Wildlife: the World Zoo and Aquarium Animal Welfare Strategy.” 2015. p 18.

http://www.waza.org/files/webcontent/1.public_site/5.conservations/animal_welfare/WAZA%20Animal%20Welfare%20Strategy%202015_Portrait.pdf

⁷⁹ Broom, D.M. “A Usable Definition of Animal Welfare.” *Journal of Agricultural and Environmental Ethics* 1993, 6: 15-25. p 15.

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⁸³ Fraser, D. p 123.

⁸⁴ Paquet and Darimont.

⁸⁵ Scottish Wildlife Heritage Position on Wildlife Welfare. August 2014. p. 2

<http://www.snh.gov.uk/docs/A1545530.pdf>

⁸⁶ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 5

⁸⁷ Association of Zoos and Aquariums. “Reintroduction Programs.” <https://www.aza.org/reintroduction-programs>

⁸⁸ See <http://www.ifaw.org/united-states/news/two-rehabilitated-rhinos-released-wild-manas>
<http://www.ifaw.org/united-states/news/russia-update-tiger-filippa-healthy-nourished-learning-skills-survive-wild>

⁸⁹ Fraser, D. pp 123.

Individuals – their presence or absence in a population⁹⁰, their health⁹¹ and their behavior⁹² under different conditions – can impact the population and the ecosystem and vice versa. Disease transmission, increased human-wildlife conflict, and invasive species, all contributors to species decline, are just a few examples.

⁹⁰ McComb, K., C. Moss, S.M. Durant, L. Baker, S. Sayialel. "Matriarchs As Repositories of Social Knowledge in African Elephants." *SCIENCE* VOL 292 20 April 2001

⁹¹ Acevedo-Whitehouse, K. & A. L. J. Duffus. "Effects of environmental change on wildlife health." *Philosophical Transactions of the Royal Society B* (2009) 364, 3429–3438.

⁹² Holway, D.A. and A.V. Suarez. "Animal behavior: an essential component of invasion biology." *Trends in Ecology and Evolution*. vol. 14, no. 8 August 1999. 328-330.

4. OBJECTION received on 7 July 2016.

QUOTE

With reference to the list of applicants for IUCN membership, our organisation is officially lodging an objection to granting membership to the International Fund for Animal Welfare (IFAW), pursuant to Regulation 15 of IUCN Statutes.

After review of IFAW's application for IUCN membership, its campaigns and website, our organization

believes that the organization does not fulfill most of the IUCN membership requirements. We believe that the objectives of IFAW are not aligned with the objectives of IUCN, Part III 7(a), 7(b), and 7(c); Part II (3); and IUCN's mission (Part II (2)) 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."

IFAW does not support the objectives in IUCN Statutes Part II (2) and the activity to attain the objective as articulated in Part II, 3(h). In particular, IFAW fails to convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. IFAW's mission as stated on their website is "*to rescue and protect animals around the world. With projects in more than 40 countries, IFAW provides hands-on assistance to animals in need, whether it's dogs and cats, wildlife and livestock, or rescuing animals in the wake of disasters. We also advocate saving populations from cruelty and depletion, such as our campaign to end commercial whaling and seal hunts.*" The clear focus on animal rights does not align with IUCN's objectives.

The website of IFAW includes campaigns against trophy hunting. IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The 2014 World Conservation Congress adopted Recommendation 3.093. It states that it "Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation" and further, that it "accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations." IFAW's campaign asks that its members support stopping U.S. trophy hunting because it is "...a practice that is far out of step with modern day animal welfare ethics." This does not consider societies ability to benefit from the sustainable use of natural resources or the science behind

conservation of these species. They took a similar approach focusing on the cruelty of seal hunting in their campaign against seal hunting. The campaign did not appear to consider science based population management, sustainable use, or local livelihoods.

Part III, 7(b) of the IUCN Statutes requires that an applicant has a substantial record of activity in the conservation of nature and natural resources and IFAW's has not demonstrated by their actions that they meet this requirement. Furthermore, IFAW does not embody, to a substantial extent, the aim to ensure that any use of natural resources is equitable and ecologically sustainable (Part III, 7(c)) when they are against the sustainable use of natural resources as demonstrated by their campaigns against the sustainable use of wildlife.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation. The principles and policies on the sustainable use of nature arose from the IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource." Resolution 2.29 adopted by the Assembly in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them."

The Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity." The Addis Ababa Principles and Guidelines are congruent with the Resolution 2.29. Most recently, IUCN members at the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

While it is laudable to avoid the suffering of individual animals, a distinction must be made from legal rights from animals. Protecting individual animals from cruelty and abuse has little to do with promoting effective, sustainable and equitable biodiversity conservation. Indeed, we find ourselves in large agreement with this position of The Wildlife Society (TWS): "...philosophy of animal rights is largely incompatible with science-based conservation and management of wildlife. Strict adherence to these [animal rights] beliefs would preclude many of the science-based management techniques that professional wildlife biologists use, such as aversive conditioning, the capture and marking of animals for research, or lethal control of over-abundant, invasive, or diseased animals. (TWS position paper, September 2011)." Founded in 1937 the mission of TWS is "To inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitats through science-based management and conservation."

We believe that IFAW does not fulfil the requirements for membership in IUCN and appreciate your consideration of our objection to their membership.

IFAW Response

Alignment with IUCN Statutes

As demonstrated in its application for membership⁹³, IFAW is highly engaged in efforts 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." Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.⁹⁴

The IUCN requirement that "any use of natural resources is equitable and ecologically sustainable" does not specify particular types of uses; by saying *any use*, it acknowledges the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development⁹⁵.

The document entitled *Working as a Union to Deliver IUCN's One Programme* notes that "We are all working together to ultimately achieve our vision of a just world that values and

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conserves nature.”⁹⁶ IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme document, the independence of members is recognized and that members share and support program delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

Disagreements over *how* best to achieve IUCN objectives is not a reason to deny membership. Like IFAW, IUCN takes pains to avoid condoning activities that “...are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”⁹⁷ Disagreements over the degree to which these consequences are avoided across all the vast geographical areas and political systems where trophy hunting takes place does not imply that IFAW pursues objectives that conflict with IUCN. IFAW prioritizes non-lethal approaches to sustainable use as a way of minimizing these risks.

As stated above, a growing body of scholarly work supports the connections between individual animal welfare and conservation of populations and species; an animal welfare approach is not fundamentally “in conflict” with IUCN objectives.

IFAW believes that a science-based approach allows for a wide range of approaches and hypothesis as how best to fulfill the mission of the IUCN. Science is not monolithic as the great diversity of scientific debate around the world will attest, and the application of science to policy involves complex judgements under time pressure often with high levels of uncertainty.⁹⁸ The status of the IUCN Redlist, which reflects a modest number of species conservation bright spots amidst ongoing pressure and decline – from habitat loss, illegal trade, invasive species and other threats, makes continued pursuit of solutions that achieve appropriate balance between nature protection and equitable benefit sharing a priority for all of us working in the field.⁹⁹

We note that “IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.”¹⁰⁰ We agree that communities and governments must perceive value in protecting wildlife and habitats; we also acknowledge challenges for many countries in removing perverse incentives, internalizing all the costs and targeting the benefits associated with different forms of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade enforcement capacity building¹⁰¹.

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Trophy Hunting as a Conservation Approach

Trophy Hunting is one form of sustainable use; it is not the only form of sustainable use and it is not the only recognised approach to the conservation of nature and natural resources by the IUCN.¹⁰² While IFAW does not promote trophy hunting as a conservation tool, IFAW is willing to collaborate with organisations with which it disagrees on some things to advance a conservation agenda.

The IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives makes it very clear that Trophy Hunting is considered “a” tool, not the sole method of creating conservation incentives. The opening text of the document states, “Trophy hunting is often a contentious activity, with people supporting or opposing it on a variety of biological, economic, ideological or cultural bases. This document is focused solely on the relevance of trophy hunting for conservation and associated local livelihoods. Nothing in this document is intended to support or condone trophy hunting activities that are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”¹⁰³

Further: In the Biological Sustainability section of this document:

“Trophy Hunting as described in Section II, can serve as a conservation tool when it:

1. Does not contribute to long-term population declines of the hunted species or of other species sharing its habitat, noting that a sustainably harvested population may be smaller than an unharvested one;
2. Does not substantially alter processes of natural selection and ecosystem function; that is, it maintains “wild populations of indigenous species with adaptive gene pools. this generally requires that hunting off take produces only minor alternations to naturally occurring demographic structure. It also requires avoidance of breeding or culling to deliberately enhance population-genetic characteristics of species subject to hunting that are inconsistent with natural selection;
3. Does not inadvertently facilitate poaching or illegal trade of wildlife
4. Does not artificially and/or substantially manipulate ecosystems or their component elements in ways that are incompatible with the objective of supporting the full range of native biodiversity.”

All of these points are being debated by a wide range of IUCN members and non-members; debating them to ensure that criteria are met does not preclude membership in the IUCN. There is great difference of opinion as to whether all conditions of trophy hunting, as defined by IUCN guiding principles, are being met. IUCN acknowledges this in its April 2016 briefing paper, *Informing decisions on trophy hunting*: “Trophy hunting takes place in a great variety of governance, management, and ecological contexts, so its impacts on conservation vary enormously, from negative to neutral to positive. In many contexts good evidence is lacking or scanty, so it is currently impossible to evaluate precisely how widespread each

¹⁰² See extensive catalogue of IUCN themes and projects. <http://www.iucn.org/theme/species/our-work/action-ground>; <http://www.iucn.org/our-work>

¹⁰³ IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives, ver. 1.0 09 August 2012 p. 2

outcome is.”¹⁰⁴ Therefore debate about its appropriateness as a conservation strategy should be welcomed and is in no way a reason to deny IFAW IUCN membership.

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¹⁰⁴ IUCN. “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies.” April 2016. p. 5

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Ethics

The author of this objection implies that referencing ethical considerations makes IFAW incompatible with IUCN membership. The IUCN too concerns itself with the “ethical” use of wildlife: “IUCN’s formal recognition that the ethical and sustainable use of wildlife confirm an integral part and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980.”¹¹⁴

The existence of different and sometimes conflicting ethical considerations are a reality in all aspects of environmental decision-making; IUCN is acknowledging this and embracing further dialogue about ethical perspectives in conservation by hosting a Knowledge Café on Saturday September 3 at the upcoming World Conservation Congress, in which IFAW has been invited by IUCN Sustainable Use and Livelihoods Specialist Group Chair Rosie Cooney to participate.

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¹²² Paquet and Darimont.

¹²³ Scottish Wildlife Heritage Position on Wildlife Welfare. August 2014. p. 2

<http://www.snh.gov.uk/docs/A1545530.pdf>

¹²⁴ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 5

¹²⁵ Association of Zoos and Aquariums. "Reintroduction Programs." <https://www.aza.org/reintroduction-programs>

¹²⁶ See <http://www.ifaw.org/united-states/news/two-rehabilitated-rhinos-released-wild-manas>
<http://www.ifaw.org/united-states/news/russia-update-tiger-filippa-healthy-nourished-learning-skills-survive-wild>

¹²⁷ Fraser, D. pp 123.

¹²⁸ McComb, K., C. Moss, S.M. Durant, L. Baker, S. Sayialel. "Matriarchs As Repositories of Social Knowledge in African Elephants." *SCIENCE* VOL 292 20 April 2001

¹²⁹ Acevedo-Whitehouse, K. & A. L. J. Duffus. "Effects of environmental change on wildlife health." *Philosophical Transactions of the Royal Society B* (2009) 364, 3429–3438.

and their behavior¹³⁰ under different conditions – can impact the population and the ecosystem and vice versa. Disease transmission, increased human-wildlife conflict, and invasive species, all contributors to species decline, are just a few examples.

Collaboration and Collegiality

The writer expresses the opinion that IFAW is divisive. Our reputation around the world is quite the opposite as evidenced by the number and quality of the support letters we received for our IUCN application.¹³¹ IFAW, like all organizations, has evolved greatly since our last application to IUCN which took place over 20 years ago. We request our application be based on the merits of our work.

IFAW is committed to building constructive relationships and maintaining dialogue with organizations that hold different positions on a range of issues. We need not agree on every approach to every conservation challenge in order to be good colleagues and partners; if that were the standard, very little learning in our field would occur. IFAW works with a wide range of government, intergovernmental, NGO and community-based partners on areas of common concern, many of whom are IUCN members. We are collaborating on conservation efforts in the Horn of Africa region with IUCN-Netherlands, Horn of Africa Regional Environment Center (HoA-REC) and South Rift Association of Land Owners (SORALO). We are currently partnering with the US Fish and Wildlife Service, the South Africa Department of Environmental Affairs, and the CITES Secretariat to host the first Youth Forum for People and Wildlife to engage a highly diverse group of 34 young conservationists from around the globe in learning and exchange of ideas.¹³² We collaborate with and/or provide capacity building services to diverse national agencies including Kenya Wildlife Service, Uganda Wildlife Authority, Ethiopian Wildlife Conservation Authority (EWCA), Tanzania National Parks Authority (TANAPA), Malawi and Zambia Departments of National Parks and Wildlife (DNPW), with regional agencies like the Lusaka Agreement Task Force (LATF), and with INTERPOL.

One of our core values is Pragmatism: “We strive to attain and promote practical, lasting results for individual animals as well as species, populations and habitats. Communities play a critical role in protecting animals, and we promote solutions that address their needs. We work with diverse interests to find common ground.”¹³³

¹³⁰ Holway, D.A. and A.V. Suarez. “Animal behavior: an essential component of invasion biology.” *Trends in Ecology and Evolution*. vol. 14, no. 8 August 1999. 328-330.

¹³¹ See application support letters from Kenya Wildlife Service, US Fish and Wildlife Service, World Association of Zoos and Aquariums, Wildlife Conservation Society, Natural Resources Defence Council, Freeland Foundation, and Wildlife Trust of India.

¹³² See <http://www.ifaw.org/united-states/node/106827>

¹³³ IFAW Institutional Strategic Plan 2015-2020

5. OBJECTION received on 6 July 2016.

After extensive review of the International Fund for Animal Welfare's (IFAW) application for membership of the International Union for Conservation of Nature (IUCN), IFAW's campaigns, publications, and website, we consider that IFAW is not suitable for Union membership. While we acknowledge that IFAW has run several successful and laudable conservation and animal welfare projects, it also undertakes campaigns and activities that conflict with Articles 2, 3, and 7 of the IUCN statutes. It seeks to disrupt the legitimate conservation projects of other IUCN members and directly conflicts with activities of IUCN itself, namely the IUCN Species Survival Commission (SSC) and the IUCN Sustainable Use and Livelihoods Specialist Group (SULi).

Our objection relates to IFAW's fundamental philosophy that individual animal rights are intertwined with conservation, while the sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. This fundamental difference in conservation strategies puts IFAW in direct opposition to IUCN in the area of sustainable use, and in particular, trophy hunting.

We note that the mission statement and objectives which IFAW provided to IUCN in its membership application form differ from the mission and principles on the IFAW website and in recent IFAW annual reports. IFAW's mission statement is as follows: *IFAW's mission is to rescue and protect animals around the world* [1] which is the mission statement of an animal rights organisation rather than a conservation organisation. In order to achieve this mission, they have three guiding principles and the intrinsic value of animals is prevalent in all of them. We note that IFAW's third principle on the application form reads: *conservation decisions should be guided by ecological sustainability and biological sustainability and the precautionary principle* [2], however on the website and in their annual reports they state *that conservation decisions should be guided by ecological sustainability and biological sustainability, the precautionary principle and ethical treatment of animals* [1]. We have attached the IFAW mission statement and guiding principles in Annex 2. We request that the Council only considers this mission statement when assessing the application.

On the mission statement page, there is also a link to an additional glossary and statements of principle where IFAW makes its position on several aspects of animal welfare clear [3]. We request that the Council consider these principles in full. We believe that the following specific principles directly conflict with the IUCN objectives:

- 3.4 Trophy hunting - *Animals should not be hunted for trophies, even if the animals killed are subsequently consumed.*
- 3.5 Commercial hunting - *Unethical and inhumane hunting of wild animals for commercial purposes, including for food, fur, medicine, ornamentation, or oil, should be prohibited.*
- 3.6 Hunting imperiled species - *Imperiled species should not be hunted*

These are categorical statements against hunting. While we also agree that unethical and inhuman hunting should be prohibited, IFAW appears to be of the opinion that all hunting is unethical and inhumane and fights for individual animal rights under the guise of animal welfare. In contrast to IFAW, IUCN has long recognised that the sustainable use of wildlife (which includes trophy hunting) is consistent with and can contribute to conservation. Rather than reiterate an established argument ourselves, we prefer to directly quote from the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* [4]:

"IUCN's formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in

Perth. IUCN's "Policy Statement on Sustainable Use of Wild Living Resources", adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.

...

IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The IUCN at the 2004 WCC adopted Recommendation 3.093 stating that it "Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation" and further, that it "accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations

Further, the IUCN SSC Caprinae Specialist Group adopted a formal position statement in December, 2000, recognizing that hunting, and in particular trophy hunting, can form a major component in conservation programmes for wild sheep and goats. This statement noted that "Trophy hunting usually generates substantial funds that could be used for conservation activities such as habitat protection, population monitoring, law enforcement, research, or management programs. Equally importantly, the revenues from trophy hunting can provide a strong incentive for conservation or habitat protection..."

The Convention on Biological Diversity has developed several statements of principles relevant for the management of trophy hunting. Most importantly, the 7th Conference of Parties to the CBD (Kuala Lumpur,

February 2004) adopted the Addis Ababa Principles and Guidelines for the Sustainable Use of Biodiversity (AAPG), and IUCN members party to the CBD were urged to honour these commitments by Resolution

3.074 of the 3rd IUCN World Conservation Congress (Bangkok, October 2004). The AAPG are based on the assumption that it is possible to use biodiversity in a manner in which ecological processes, species, and genetic variability remain above the thresholds needed for long term viability, and that all resource managers and users have the responsibility to ensure that such use does not exceed these.

The conflict of views and principles is so stark that we are not sure why IFAW chose to apply for IUCN membership. While IFAW does not necessarily have to be a friend of trophy hunting, active opposition to legitimate conservation efforts involving trophy hunting and the disenfranchising of local communities that benefit from the revenue are not the acceptable activities of a Union member. It is also hard to see how the Union would benefit from internal dissent over the fundamental pillars of conservation and over the IUCN statutes themselves. We will give a few specific examples of how IFAW works against IUCN members and the IUCN itself, however we are limited in the number of examples we can give in a single letter and we strongly urge the Council to consult with SSC and SULi on this application. We note that IFAW had revenues of US\$108 million in 2015 [5]. It thus has considerable resources to conduct campaigns and influence conservation policy.

We draw the Council's attention in particular to the 2016 IFAW publication *Killing for Trophies: An Analysis of Global Trophy Hunting* [6] and the 2009 study *The Economics of Polar Bear Trophy Hunting in Canada* [7] and how IFAW uses these reports in its campaigns. Both of these reports contain no data whatsoever on whether a trophy offtake is sustainable (e.g. long term population trends compared to offtake numbers). IFAW may argue that that the purpose of these studies was not to determine sustainability, but rather to add to the literature on the sustainability of hunting in

general. However, they clearly use these studies as justification to oppose hunting. They cited their polar bear study on their newsfeed as part of their justification for their involvement in a lawsuit opposing the lifting of a ban on polar bear trophy imports from Canada into the United States [8]. Their United States website has a “Get Involved” section and a specific page titled *Help Stop US Trophy Hunting* [9]. The page uses their report on the trophy trade to justify a ban on the import of trophies into the United States and includes a pro-forma letter which can be automatically sent to the US Senate and House of Representatives urging that they support the Conserving Ecosystems by Ceasing the Importation of Large (CECIL) Animal Trophies Act. IFAW also encourages airlines to no longer transport trophies and encourages the public to post messages of support on airline social media pages [10]. IFAW also supports blanket trophy import bans in other jurisdictions such as the EU [11, 12].

We believe that these bans are counterproductive and potentially harmful to conservation efforts. This is also the view of the SULi group, who, in recognition of the potential harm that blanket import bans, (like those that IFAW campaigns for), may have on conservation, published a briefing paper in April 2014: *A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies* [13]. The SULi group states:

“Trophy import restrictions by key importing entities such as the EU can make trophy hunting programmes economically unviable at local level, particularly where the restrictions affect “high value” iconic species (Case Study 5; Figure 4). Removing the incentives and revenue provided by hunting would be likely to cause serious declines of populations of a number of threatened or iconic species. For example, the recovery of some populations of African Elephant, Black Rhino, White Rhino, Hartmann’s Mountain Zebra, Cheetah and Lion in Africa, of Markhor, Argali and Urial in Asia, and of Bighorn Sheep in North America could be stopped and reversed (Case Studies 1-8). Importantly, populations of threatened species that are not hunted could also be negatively impacted, including e.g. Snow Leopard and African Wild Dog (Case Study 8).”

We also note that IFAW’s categorical position that imperiled species may never be hunted is also potentially harmful to conservation. SULi includes eight specific case studies in their report of how trophy hunting has contributed to the conservation of Black and White Rhinos in Southern Africa, Argali in Mongolia, Bighorn Sheep in North America, and Markhor and Urial in Pakistan and Tajikistan. Populations of threatened species that are not hunted also benefit from trophy hunting in that it encourages the conservation of habitat and provides funds to invest in conservation [13].

One notable difference between the publication that IFAW presents to the public to advocate a ban on the import of trophies [6] and SULi’s briefing paper [13] is that SULi includes data on species populations and 10 specific case studies, supported by scientific evidence, where trophy hunting has demonstrably enhanced conservation. Figure 1, which has been taken directly from the SULi briefing paper [13] is an example of what SULi includes and IFAW ignores. IFAW is actively campaigning for blanket bans on the import of trophies, while IUCN, through SCC and SULi, is actively working to show that this would do more harm than good to conservation. Article 7d of the IUCN statutes is clear that no organisation that pursues objectives and undertakes activities that conflict with the objectives and activities of the IUCN can be admitted as a member.

Figure 1: Trophy hunting programmes have contributed to the recovery of African White and Black Rhinos. Source: SULi Group [13]

SULi is also of the position that wildlife farming enhances conservation and cites specific examples of private and communal wildlife lands and conservancies where wildlife farming has been incentivised as a valuable land use. IFAW on the other hand, considers this an unacceptable practice (e.g. *Wildlife “farming” is not conservation* – 2015 press release from IFAW’s CEO [14])

IFAW’s campaigns against trophy hunting, regardless of sustainability, and particularly its active lobbying for blanket bans on the import of trophies also conflict with Article 3h of the IUCN statutes as IFAW influences national and international legal and administrative instruments so that societies are barred from enjoying the benefits provided sustainably by nature and natural

resources. We again refer the Council to the briefing paper from SULi [13]:

“Likewise, if trophy hunting became unviable the thousands of rural Zimbabwean households that directly benefit from CAMPFIRE would lose approx. US\$1.7 per annum (already reduced from US\$2.2 million by US elephant trophy import bans) (C. Jonga (CAMPFIRE Association), In litt.). Even more fundamentally, perhaps, unilateral trophy restrictions by importing states in these cases will take decision-making power away from already-marginalized rural communities as to how they can manage their land and wildlife in ways that respect their right to self-determination and that best meet their livelihood aspirations.”

SULi also refers to the ban on the polar bear trophy imports from Canada into the US, supported by IFAW. While IFAW does not consider the sustainability of an offtake or the effect of a ban on the number of animals harvested, SULi does. According to SULi, the number of polar bears hunted did not, in fact, decline due to this ban. Inuit communities are legally able to kill a certain number of bears and in response to the decline in bears hunted for trophies, they hunted more for themselves. While the trophy ban did not reduce the number of polar bears hunted, it did result in an estimated \$840,000 loss in revenue for Inuit communities [13].

IFAW states that communities are able to benefit from their wildlife in other ways such as photographic tourism. SULi specifically lists this as a fallacy, and also includes specific case studies and data as to why this assertion is incorrect [13].

A more general note on IFAW’s justification of bans on trophy hunting is that (possibly as a result of their failure to consider population trends and the sustainability of hunting) they fail to distinguish between areas and states where animal populations are threatened and areas of states where they are not. For example, if country A has managed its wildlife poorly and lions are in danger of local extinction, this does not justify a blanket ban on trophy imports that also affects country B, which has managed its wildlife well and has healthy lion populations. Why should the communities in country B, be restricted from enjoying the benefits of their wildlife even though they have managed it well? A better solution to a blanket ban would be to analyse the different wildlife management policies in Country A and Country B to determine why the policies in country A are not working. In the case of lions, we note that the healthiest populations are found in Southern Africa, where trophy hunting is legal.

IFAW campaigns against trophy hunting regardless of sustainability in accordance with its principle that trophy hunting is simply wrong. This position violates Article 2 and Article 3h of the IUCN statutes in that it prevents societies from enjoying their biodiversity and Article 7 in that it conflicts with the legitimate conservation activities of IUCN members and, in this case, IUCN itself.

We also feel that further discussion of the academic value of the IFAW publication on trophy hunting is warranted. This is because it fails to convince us that IFAW would truly meet the various subarticles of Article 3 of the IUCN statutes regarding collaborating, building alliances and encouraging and disseminating research. The lack of sustainability data is a critical omission that has already been discussed, however there are other academic failings that the Council should consider. We urge the council to consult with SSC and SULi about the academic merits of IFAW publications and to not confer the additional legitimacy of IUCN membership if the research is poor, particularly when the publications are used in campaigns against the activities of IUCN.

We note that the publication frequently uses secondary sources of information such as newspaper articles and online news sites for information rather than primary sources. This is bad practice in general and can result in the spread of misinformation. If we take the example of the death of Cecil the Lion (a victim of poaching), IFAW appears to have obtained its information from a variety of online sources such as the New York Times, BBC, National Geographic, the Telegraph, and the Express. We are not sure why they did not contact the Wildlife Conservation Research Unit who were tracking Cecil. Had they done so they might have discovered that he was not lured out of the park as the BBC, and now IFAW, allege. The death of Cecil had a significant effect on

the issue of trophy hunting, and regardless of the side taken, it's crucial that the facts are presented

correctly. A year after the event, it is exasperating that the facts continue to be misrepresented and we do not believe that IFAW has any excuse for this.

Another example of misinformation is that IFAW used the following article from "salon.com": *It's worse than Walter Palmer and Cecil the Lion: Inside the sick, bizarre world of trophy hunting* [15] as a source for the following statement: *There are also reports of American hunting ranches using bait stations to concentrate animals and cameras to track their positions, and of hunting guides on African big game safaris using bush planes to herd animals into the hunters' firing range* [6]. Not only is this a secondary source, but no primary source or citation was given in the article to substantiate this claim. Furthermore, any article with the words sick and bizarre in the title cannot be considered an unbiased source of information. It is also clearly stated in the article that the author is a *graduating student in Iowa State University's master of fine arts program in creative writing and environment, where she studies animal-centric subcultures* [15]. If IFAW is going to make a claim about American hunting ranches, it needs to use scientifically sound justification, not an opinion piece from an undergraduate fine arts student. These are not isolated examples, IFAW frequently uses dubious sources.

We were also surprised that they only used data from CITES even though they acknowledge that this only captures the cross border trade in trophies. Given that hunting associations and/or regulators keep track of the number of animals taken, we are not sure why they did not simply ask for this data. This is unfortunate as a comparison between CITES and domestic data would also be a useful study on the effectiveness of record keeping. The IUCN statutes encourage collaboration and IFAW did not collaborate.

Contrary to the myths about hunters that circulate on social media, the truth is that hunters are fully aware that unless both species and habitat are conserved for future generations, then hunting as a sport cannot continue. Out of their deep concern for nature, hunters across the world manage and care for wilderness areas, support scientific research and work with communities to reduce poaching. Admitting IFAW as a member of the IUCN would jeopardise rather than enhance these conservation efforts.

IFAW Response

Clarifying Animal Welfare

IFAW is not an animal rights organization. One prominent animal rights perspective is that and "that animals are not ours to use—for food, clothing, entertainment, or experimentation."¹³⁴ IFAW is an animal welfare and conservation organization. Animal welfare is defined by the World Association of Zoos and Aquariums as the "state of an animal" or "how an animal is coping with the conditions in which it lives."¹³⁵ This can be

¹³⁴ People for the Ethical Treatment of Animals. <http://www.peta.org/about-peta/faq/what-do-you-mean-by-animal-rights/>

¹³⁵ World Association of Zoos and Aquariums (WAZA). "Caring for Wildlife: the World Zoo and Aquarium Animal Welfare Strategy." 2015. p 18. http://www.waza.org/files/webcontent/1.public_site/5.conservaion/animal_welfare/WAZA%20Animal%20Welfare%20Strategy%202015_Porrait.pdf

measured on a spectrum, from very good to very poor.¹³⁶ Animal welfare science, with roots going back to the 1960s, is “a strongly multi-disciplinary field that incorporate[s] elements of veterinary medicine (pathology, epidemiology), stress physiology and animal behaviour.”¹³⁷ The animal welfare approach recognizes that both biological evidence and societal values play a role in decision making.¹³⁸ Rather than attributing rights to animals, an animal welfare approach notes that as beneficiaries of animals in a wide range of ways both consumptive and nonconsumptive, humans have a responsibility for considering the impacts they have on individuals and populations.¹³⁹

Animal welfare and conservation have important connections. *Both* animal welfare and conservation biology are “fields where the science is, in effect, commissioned in order to guide policies and practices in response to crises or social concerns.”¹⁴⁰ Furthermore, “the welfare of individuals, the integrity of populations, and the preservation of species depends on the maintenance of ecological processes.”¹⁴¹ In the area of wildlife welfare, which addresses wild animals specifically, discussions focus on how to promote the welfare of wildlife in a range of management contexts, including where animals are used as a resource and where they are managed to control their impacts.¹⁴² Focus on individual animals and their impact on conservation, both positive and negative, is increasingly important, something that is acknowledged in some IUCN arguments.¹⁴³ In cases of endangered species, successful rehabilitation and reintroduction of individuals can contribute to the rebuilding of populations.¹⁴⁴ The reintroduction of rehabilitated rhinos in Manas National Park in India and Amur tigers in the Russian Far East are two examples we have been involved with.¹⁴⁵ Addressing the welfare implications of conservation monitoring devices can reduce their impact on the behavior of animals and improve the accuracy of the monitoring data.¹⁴⁶ Individuals – their presence or absence in a population¹⁴⁷, their health¹⁴⁸ and their behavior¹⁴⁹ under different conditions – can impact the population and the ecosystem and vice versa.

¹³⁶ Broom, D.M. “A Usable Definition of Animal Welfare.” *Journal of Agricultural and Environmental Ethics* 1993, 6: 15-25. p 15.

¹³⁷ Fraser, D. “Toward a synthesis of conservation and animal welfare science.” *Animal Welfare* 2010, 19: 121-124. See also Carezzi C., Marina Verga. “Animal welfare: review of the scientific concept and definition.” *Italian Journal of Animal Science* vol. 8 (Suppl. 1), 21-30, 2009.

¹³⁸ Ibid.

¹³⁹ Paquet, PC and CT Darimont. “Wildlife conservation and animal welfare: two sides of the same coin?” *Animal Welfare* 2010, 19: 177-190. P. 185

¹⁴⁰ Fraser, D. p 123.

¹⁴¹ Paquet and Darimont.

¹⁴² Scottish Wildlife Heritage Position on Wildlife Welfare. August 2014. p. 2

<http://www.snh.gov.uk/docs/A1545530.pdf>

¹⁴³ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 5

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¹⁴⁵ See <http://www.ifaw.org/united-states/news/two-rehabilitated-rhinos-released-wild-manas>
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¹⁴⁹ Holway, D.A. and A.V. Suarez. “Animal behavior: an essential component of invasion biology.” *Trends in Ecology and Evolution*. vol. 14, no. 8 August 1999. 328-330.

Disease transmission, increased human-wildlife conflict, and invasive species, all contributors to species decline, are just a few examples.

Alignment with IUCN Statutes

As demonstrated in its application for membership¹⁵⁰, IFAW is highly engaged in efforts 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.” Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.¹⁵¹

The IUCN requirement that “any use of natural resources is equitable and ecologically sustainable” does not specify particular types of uses; by saying *any use*, it acknowledges the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development¹⁵².

The document entitled *Working as a Union to Deliver IUCN’s One Programme* notes that “We are all working together to ultimately achieve our vision of a just world that values and conserves nature.”¹⁵³ IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme document, the independence of members is recognized and that members share and support program delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

Disagreements over *how* best to achieve IUCN objectives is not a reason to deny membership. Like IFAW, IUCN takes pains to avoid condoning activities that “...are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”¹⁵⁴ Disagreements over the degree to which these consequences are avoided across all the vast geographical areas and political systems where trophy hunting takes place does not imply that IFAW pursues objectives that conflict with IUCN. IFAW prioritizes non-lethal approaches to sustainable use as a way of minimizing these risks.

As stated above, a growing body of scholarly work supports the connections between individual animal welfare and conservation of populations and species; an animal welfare approach is not fundamentally “in conflict” with IUCN objectives.

¹⁵⁰ Please see attached application.

¹⁵¹ Please see attached project information.

¹⁵² See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/node/106827>

¹⁵³ IUCN. *Working as a Union to Deliver IUCN’s One Programme*. http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf

¹⁵⁴ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 2

IFAW believes that a science-based approach allows for a wide range of approaches and hypothesis as how best to fulfill the mission of the IUCN. Science is not monolithic as the great diversity of scientific debate around the world will attest, and the application of science to policy involves complex judgements under time pressure often with high levels of uncertainty.¹⁵⁵ The status of the IUCN Redlist, which reflects a modest number of species conservation bright spots amidst ongoing pressure and decline – from habitat loss, illegal trade, invasive species and other threats, makes continued pursuit of solutions that achieve appropriate balance between nature protection and equitable benefit sharing a priority for all of us working in the field.¹⁵⁶

We note that “IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.”¹⁵⁷ We agree that communities and governments must perceive value in protecting wildlife and habitats; we also acknowledge challenges for many countries in removing perverse incentives, internalizing all the costs and targeting the benefits associated with different forms of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade enforcement capacity building¹⁵⁸.

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The writer expresses the opinion that IFAW is divisive. Our reputation around the world is quite the opposite as evidenced by the number and quality of the support letters we received for our IUCN application.¹⁵⁹ IFAW, like all organizations, has evolved greatly since our last application to IUCN which took place over 20 years ago. We request our application be based on the merits of our work.

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¹⁵⁵ Soule, Michael E. “What is Conservation Biology?” *BioScience*, Vol. 35, No. 11, The Biological Diversity Crisis. (Dec., 1985), pp. 727-734. 727.

¹⁵⁶ IUCN. Red List Update. 23 Jun 2015. <http://www.iucn.org/content/conservation-successes-overshadowed-more-species-declines-%E2%80%93-iucn-red-list-update>

¹⁵⁷ IUCN SSC (2012). IUCN SSC Guiding principles.

¹⁵⁸ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/news/training-update-combatting-wildlife-cybercrime-south-africa>

¹⁵⁹ See application support letters from Kenya Wildlife Service, US Fish and Wildlife Service, World Association of Zoos and Aquariums, Wildlife Conservation Society, Natural Resources Defence Council, Freeland Foundation, and Wildlife Trust of India.

conservationists from around the globe in learning and exchange of ideas.¹⁶⁰ We collaborate with and/or provide capacity building services to diverse national agencies including Kenya Wildlife Service, Uganda Wildlife Authority, Ethiopian Wildlife Conservation Authority (EWCA), Tanzania National Parks Authority (TANAPA), Malawi and Zambia Departments of National Parks and Wildlife (DNPW), with regional agencies like the Lusaka Agreement Task Force (LATF), and with INTERPOL.

One of our core values is Pragmatism: “We strive to attain and promote practical, lasting results for individual animals as well as species, populations and habitats. Communities play a critical role in protecting animals, and we promote solutions that address their needs. We work with diverse interests to find common ground.”¹⁶¹

Trophy Hunting as a Conservation Approach

Trophy Hunting is one form of sustainable use; it is not the only form of sustainable use and it is not the only recognised approach to the conservation of nature and natural resources by the IUCN.¹⁶² While IFAW does not promote trophy hunting as a conservation tool, IFAW is willing to collaborate with organisations with which it disagrees on some things to advance a conservation agenda.

The IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives makes it very clear that Trophy Hunting is considered “a” tool, not the sole method of creating conservation incentives. The opening text of the document states, “Trophy hunting is often a contentious activity, with people supporting or opposing it on a variety of biological, economic, ideological or cultural bases. This document is focused solely on the relevance of trophy hunting for conservation and associated local livelihoods. Nothing in this document is intended to support or condone trophy hunting activities that are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”¹⁶³

Further: In the Biological Sustainability section of this document:

“Trophy Hunting as described in Section II, can serve as a conservation tool when it:

1. Does not contribute to long-term population declines of the hunted species or of other species sharing its habitat, noting that a sustainably harvested population may be smaller than an unharvested one:
2. Does not substantially alter processes of natural selection and ecosystem function; that is, it maintains “wild populations of indigenous species with adaptive gene pools. this generally requires that hunting off take produces only minor alternations to naturally occurring demographic structure. It also requires avoidance of breeding or culling to deliberately enhance population-genetic characteristics of species subject to hunting that are inconsistent with natural selection;

¹⁶⁰ See <http://www.ifaw.org/united-states/node/106827>

¹⁶¹ IFAW Institutional Strategic Plan 2015-2020

¹⁶² See extensive catalogue of IUCN themes and projects. <http://www.iucn.org/theme/species/our-work/action-ground>; <http://www.iucn.org/our-work>

¹⁶³ IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives, ver. 1.0 09 August 2012 p. 2

3. Does not inadvertently facilitate poaching or illegal trade of wildlife
4. Does not artificially and/or substantially manipulate ecosystems or their component elements in ways that are incompatible with the objective of supporting the full range of native biodiversity.”

All of these points are being debated by a wide range of IUCN members and non-members; debating them to ensure that criteria are met does not preclude membership in the IUCN. There is great difference of opinion as to whether all conditions of trophy hunting, as defined by IUCN guiding principles, are being met. IUCN acknowledges this in its April 2016 briefing paper, *Informing decisions on trophy hunting*: “Trophy hunting takes place in a great variety of governance, management, and ecological contexts, so its impacts on conservation vary enormously, from negative to neutral to positive. In many contexts good evidence is lacking or scanty, so it is currently impossible to evaluate precisely how widespread each outcome is.”¹⁶⁴ Therefore debate about its appropriateness as a conservation strategy should be welcomed and is in no way a reason to deny IFAW IUCN membership.

IFAW Trophy Hunting Report

The objector raises questions about the scientific rigor of IFAW’s recent trophy hunting report. While IFAW staff, contractors and collaborators have a strong research and academic publication record¹⁶⁵, we often have information needs that must be met on a shorter timeline. This analysis is not, and was never intended to be, a scientific paper submitted for peer review. It was undertaken in response to questions about the scope and scale of international trade in trophies from a threatened taxa, both within and outside the organization that we could not answer and were regularly asked and its parameters were set accordingly to be an analysis of import and export data from the CITES database, a neutral source. The CITES database is the only one that collects trade from all countries. The Objecting Party does not question the data analyses from the report. Given that this was a 62 page report with more than 230 citations, the fact that the Objecting Party found fault with only six sources – including *New York Times* and *BBC* – speaks to the validity and integrity of the report.

¹⁶⁴ IUCN. “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies.” April 2016. p. 5

¹⁶⁵ See attached publication list.

6. OBJECTION received on 8 July 2016 .

After extensive review of the International Fund for Animal Welfare's (IFAW) application for membership of the International Union for Conservation of Nature (IUCN), IFAW's campaigns, publications, and website, we consider that IFAW is not suitable for Union membership.

While we acknowledge that IFAW has run several successful and laudable conservation and animal welfare projects, it also undertakes campaigns and activities that conflict with Articles 2, 3, and 7 of the IUCN statutes. It seeks to disrupt the legitimate conservation projects of other IUCN members and directly conflicts with activities of IUCN itself, namely the IUCN Species Survival Commission (SSC) and the IUCN Sustainable Use and Livelihoods Specialist Group (SULi).

Our objection relates to IFAW's fundamental philosophy that individual animal rights are intertwined with conservation, while the sustainable use of nature and natural resources is the second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. This fundamental difference in conservation strategies puts IFAW in direct opposition to IUCN in the area of sustainable use and hunting, in particular. We note that the mission statement and objectives which IFAW provided to IUCN in its membership application form differ from the mission and principles on the IFAW website and in recent IFAW annual reports.

IFAW's mission statement is as follows: IFAW's mission is to rescue and protect animals around the world [1] which is the mission statement of an animal rights organization rather than a conservation organization. In order to achieve this mission, they have three guiding principles and the intrinsic value of animals is prevalent in all of them. We note that IFAW's third principle on the application form reads: *conservation decisions should be guided by ecological sustainability and biological sustainability and the precautionary principle* [2], however on the website and in their annual reports they state that *conservation decisions should be guided by ecological sustainability and biological sustainability, the precautionary principle and ethical*

treatment of animals [1]. We request that the Council only considers this mission statement when assessing the application.

On the mission statement page, there is also a link to an additional glossary and statements of principle where IFAW makes its position on several aspects of animal welfare clear [3]. We request that the Council consider these principles in full. We believe that the following specific principles directly conflict with the IUCN objectives:

- 3.4 Trophy hunting - Animals should not be hunted for trophies, even if the animals killed are subsequently consumed.
- 3.5 Commercial hunting - Unethical and inhumane hunting of wild animals for commercial purposes, including for food, fur, medicine, ornamentation, or oil, should be prohibited.
- 3.6 Hunting imperiled species - Imperiled species should not be hunted

These are categorical statements against hunting. While we also

agree that unethical and inhuman hunting should be prohibited, IFAW appears to be of the opinion that all hunting is unethical and inhumane and fights for individual animal rights under the guise of animal welfare. In contrast to IFAW, IUCN has long recognized that the sustainable use of wildlife is consistent with and can contribute to conservation.

Rather than reiterate an established argument ourselves, we prefer to directly quote from the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* [4]: IUCN's formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in Perth. IUCN's "Policy Statement on Sustainable Use of Wild Living Resources", adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favorable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion. ... IUCN has recognized that recreational hunting can contribute to biodiversity conservation.

The IUCN at the 2004 WCC adopted Recommendation 3.093 stating that it "Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the

sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation” and further, that it “accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations.”

Contrary to the myths about hunters that circulate on social media, the truth is that hunters are fully aware that unless both species and habitat are conserved for future generations, then hunting as a sport cannot continue. Out of their deep concern for nature, hunters across the world manage and care for wilderness areas, support scientific research and work with communities to reduce poaching. Admitting IFAW as a member of the IUCN would jeopardize rather than enhance these conservation efforts.

IFAW Response

Clarifying Animal Welfare

IFAW is not an animal rights organization. One prominent animal rights perspective is that and “that animals are not ours to use—for food, clothing, entertainment, or experimentation.”¹⁶⁶ IFAW is an animal welfare and conservation organization. Animal welfare is defined by the World Association of Zoos and Aquariums as the “state of an animal” or “how an animal is coping with the conditions in which it lives.”¹⁶⁷ This can be measured on a spectrum, from very good to very poor.¹⁶⁸ Animal welfare science, with roots going back to the 1960s, is “a strongly multi-disciplinary field that incorporate[s] elements of veterinary medicine (pathology, epidemiology), stress physiology and animal behaviour.”¹⁶⁹ The animal welfare approach recognizes that both biological evidence and societal values play a role in decision making.¹⁷⁰ Rather than attributing rights to animals, an animal welfare approach notes that as beneficiaries of animals in a wide range of ways both consumptive and nonconsumptive, humans have a responsibility for considering the impacts they have on individuals and populations.¹⁷¹

Animal welfare and conservation have important connections. *Both* animal welfare and conservation biology are “fields where the science is, in effect, commissioned in order to guide policies and practices in response to crises or social concerns.”¹⁷² Furthermore, “the welfare of individuals, the integrity of populations, and the preservation of species depends on the maintenance of ecological processes.”¹⁷³ In the area of wildlife welfare, which addresses wild

¹⁶⁶ People for the Ethical Treatment of Animals. <http://www.peta.org/about-peta/faq/what-do-you-mean-by-animal-rights/>

¹⁶⁷ World Association of Zoos and Aquariums (WAZA). “Caring for Wildlife: the World Zoo and Aquarium Animal Welfare Strategy.” 2015. p 18. http://www.waza.org/files/webcontent/1.public_site/5.conservation/animal_welfare/WAZA%20Animal%20Welfare%20Strategy%202015_Portrait.pdf

¹⁶⁸ Broom, D.M. “A Usable Definition of Animal Welfare.” *Journal of Agricultural and Environmental Ethics* 1993, 6: 15-25. p 15.

¹⁶⁹ Fraser, D. “Toward a synthesis of conservation and animal welfare science.” *Animal Welfare* 2010, 19: 121-124. See also Carezzi C., Marina Verga. “Animal welfare: review of the scientific concept and definition.” *Italian Journal of Animal Science* vol. 8 (Suppl. 1), 21-30, 2009.

¹⁷⁰ Ibid.

¹⁷¹ Paquet, PC and CT Darimont. “Wildlife conservation and animal welfare: two sides of the same coin?” *Animal Welfare* 2010, 19: 177-190. P. 185

¹⁷² Fraser, D. p 123.

¹⁷³ Paquet and Darimont.

animals specifically, discussions focus on how to promote the welfare of wildlife in a range of management contexts, including where animals are used as a resource and where they are managed to control their impacts.¹⁷⁴ Focus on individual animals and their impact on conservation, both positive and negative, is increasingly important, something that is acknowledged in some IUCN arguments.¹⁷⁵ In cases of endangered species, successful rehabilitation and reintroduction of individuals can contribute to the rebuilding of populations.¹⁷⁶ The reintroduction of rehabilitated rhinos in Manas National Park in India and Amur tigers in the Russian Far East are two examples we have been involved with.¹⁷⁷ Addressing the welfare implications of conservation monitoring devices can reduce their impact on the behavior of animals and improve the accuracy of the monitoring data.¹⁷⁸ Individuals – their presence or absence in a population¹⁷⁹, their health¹⁸⁰ and their behavior¹⁸¹ under different conditions – can impact the population and the ecosystem and vice versa. Disease transmission, increased human-wildlife conflict, and invasive species, all contributors to species decline, are just a few examples.

Alignment with IUCN Statutes

As demonstrated in its application for membership¹⁸², IFAW is highly engaged in efforts 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.” Out of 63 active projects, 38, 60%, have a conservation focus. This fiscal year, we will devote 60% of our program funds to conservation-oriented efforts. Our major habitat projects in Kenya, Malawi, Zambia and India all include benefit sharing and sustainable livelihoods components.¹⁸³

The IUCN requirement that “any use of natural resources is equitable and ecologically sustainable” does not specify particular types of uses; by saying *any use*, it acknowledges the existence of more than one type of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with such governments and organizations on other conservation approaches, such as illegal wildlife trade prevention and youth development¹⁸⁴.

¹⁷⁴ Scottish Wildlife Heritage Position on Wildlife Welfare. August 2014. p. 2

<http://www.snh.gov.uk/docs/A1545530.pdf>

¹⁷⁵ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 5

¹⁷⁶ Association of Zoos and Aquariums. “Reintroduction Programs.” <https://www.aza.org/reintroduction-programs>

¹⁷⁷ See <http://www.ifaw.org/united-states/news/two-rehabilitated-rhinos-released-wild-manas>
<http://www.ifaw.org/united-states/news/russia-update-tiger-filippa-healthy-nourished-learning-skills-survive-wild>

¹⁷⁸ Fraser, D. pp 123.

¹⁷⁹ McComb, K., C. Moss, S.M. Durant, L. Baker, S. Sayialel. “Matriarchs As Repositories of Social Knowledge in African Elephants.” *SCIENCE* VOL 292 20 April 2001

¹⁸⁰ Acevedo-Whitehouse, K. & A. L. J. Duffus. “Effects of environmental change on wildlife health.” *Philosophical Transactions of the Royal Society B* (2009) 364, 3429–3438.

¹⁸¹ Holway, D.A. and A.V. Suarez. “Animal behavior: an essential component of invasion biology.” *Trends in Ecology and Evolution*. vol. 14, no. 8 August 1999. 328-330.

¹⁸² Please see attached application.

¹⁸³ Please see attached project information.

¹⁸⁴ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/node/106827>

The document entitled *Working as a Union to Deliver IUCN's One Programme* notes that “We are all working together to ultimately achieve our vision of a just world that values and conserves nature.”¹⁸⁵ IFAW wholeheartedly embraces that vision; in order to achieve our own vision, a world where animals are respected and protected, communities must value and conserve nature. We also note that in the member section of the One Programme document, the independence of members is recognized and that members share and support program delivery *where there is alignment* with the IUCN program, an implicit acknowledgement that members may have broader priorities and other foci as well.

Disagreements over *how* best to achieve IUCN objectives is not a reason to deny membership. Like IFAW, IUCN takes pains to avoid condoning activities that “...are unsustainable; adversely affects habitats; increase extinction risks; undermine the rights of local communities to manage, steward, and benefit from their wildlife resources, or foster corruption or poor governance.”¹⁸⁶ Disagreements over the degree to which these consequences are avoided across all the vast geographical areas and political systems where trophy hunting takes place does not imply that IFAW pursues objectives that conflict with IUCN. IFAW prioritizes non-lethal approaches to sustainable use as a way of minimizing these risks.

As stated above, a growing body of scholarly work supports the connections between individual animal welfare and conservation of populations and species; an animal welfare approach is not fundamentally “in conflict” with IUCN objectives.

IFAW believes that a science-based approach allows for a wide range of approaches and hypothesis as how best to fulfill the mission of the IUCN. Science is not monolithic as the great diversity of scientific debate around the world will attest, and the application of science to policy involves complex judgements under time pressure often with high levels of uncertainty.¹⁸⁷ The status of the IUCN Redlist, which reflects a modest number of species conservation bright spots amidst ongoing pressure and decline – from habitat loss, illegal trade, invasive species and other threats, makes continued pursuit of solutions that achieve appropriate balance between nature protection and equitable benefit sharing a priority for all of us working in the field.¹⁸⁸

We note that “IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.”¹⁸⁹ We agree that communities and governments must perceive value in protecting wildlife and habitats; we also acknowledge challenges for many countries in removing perverse incentives, internalizing all the costs and targeting the benefits associated with different forms of use. While we choose to focus on non-consumptive forms of sustainable use, we acknowledge that others do not and regularly collaborate with

¹⁸⁵ IUCN. *Working as a Union to Deliver IUCN's One Programme*.
http://cmsdata.iucn.org/downloads/iucn_one_programme_charter.pdf

¹⁸⁶ IUCN SSC (2012). IUCN SSC Guiding principles on trophy hunting as a tool for creating conservation incentives. Ver. 1.0. IUCN, Gland. p. 2

¹⁸⁷ Soule, Michael E. “What is Conservation Biology?” *BioScience*, Vol. 35, No. 11, The Biological Diversity Crisis. (Dec., 1985), pp. 727-734. 727.

¹⁸⁸ IUCN. Red List Update. 23 Jun 2015. <http://www.iucn.org/content/conservation-successes-overshadowed-more-species-declines-%E2%80%93-iucn-red-list-update>

¹⁸⁹ IUCN SSC (2012). IUCN SSC Guiding principles.

such governments and organizations on other conservation approaches, such as illegal wildlife trade enforcement capacity building¹⁹⁰.

Collaboration and Collegiality

The writer expresses the opinion that IFAW is divisive. Our reputation around the world is quite the opposite as evidenced by the number and quality of the support letters we received for our IUCN application.¹⁹¹ IFAW, like all organizations, has evolved greatly since our last application to IUCN which took place over 20 years ago. We request our application be based on the merits of our work.

IFAW is committed to building constructive relationships and maintaining dialogue with organizations that hold different positions on a range of issues. We need not agree on every approach to every conservation challenge in order to be good colleagues and partners; if that were the standard, very little learning in our field would occur. IFAW works with a wide range of government, intergovernmental, NGO and community-based partners on areas of common concern, many of whom are IUCN members. We are collaborating on conservation efforts in the Horn of Africa region with IUCN-Netherlands, Horn of Africa Regional Environment Center (HoA-REC) and South Rift Association of Land Owners (SORALO). We are currently partnering with the US Fish and Wildlife Service, the South Africa Department of Environmental Affairs, and the CITES Secretariat to host the first Youth Forum for People and Wildlife to engage a highly diverse group of 34 young conservationists from around the globe in learning and exchange of ideas.¹⁹² We collaborate with and/or provide capacity building services to diverse national agencies including Kenya Wildlife Service, Uganda Wildlife Authority, Ethiopian Wildlife Conservation Authority (EWCA), Tanzania National Parks Authority (TANAPA), Malawi and Zambia Departments of National Parks and Wildlife (DNPW), with regional agencies like the Lusaka Agreement Task Force (LATF), and with INTERPOL.

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IFAW Positions

The IFAW statement of principles and glossary of terms is based on sound animal welfare and conservation science. We earlier discussed some of the academic underpinnings of animal welfare, and the concepts of intrinsic value and the precautionary principle are acknowledged in the conservation field.¹⁹⁴ Our positions go through a formal and thorough drafting and internal review process¹⁹⁵ during which drafts are updated as conditions and knowledge change.

¹⁹⁰ See <http://www.ifaw.org/united-states/news/combating-wildlife-crime-ethiopia> and <http://www.ifaw.org/united-states/news/training-update-combatting-wildlife-cybercrime-south-africa>

¹⁹¹ See application support letters from Kenya Wildlife Service, US Fish and Wildlife Service, World Association of Zoos and Aquariums, Wildlife Conservation Society, Natural Resources Defence Council, Freeland Foundation, and Wildlife Trust of India.

¹⁹² See <http://www.ifaw.org/united-states/node/106827>

¹⁹³ IFAW Institutional Strategic Plan 2015-2020

¹⁹⁴ Soule, M. 731. and also Stevens, Mary. "The Precautionary Principle in the International Arena." *Sustainable Development Law and Policy*, Spring/Summer

The existence of a statement of position or definition on our website does not equate to the existence of an active, broad campaign; in our glossary and statement of principles we address a wide range of issues that are not organizational priorities, including animal testing and farm animal welfare. They serve to help us answer questions we receive from media, supporters and the general public. Our engagement with the issues of trophy and commercial hunting has *not* been of a broad, widespread nature; it has been limited to situations where we have identified specific conservation and/or animal welfare concerns, and involves careful consideration of available data, or when data is limited, additional research.

Trophy Hunting as a Conservation Approach

Trophy Hunting is one form of sustainable use; it is not the only form of sustainable use and it is not the only recognised approach to the conservation of nature and natural resources by the IUCN.¹⁹⁶ While IFAW does not promote trophy hunting as a conservation tool, IFAW is willing to collaborate with organisations with which it disagrees on some things to advance a conservation agenda.

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Further: In the Biological Sustainability section of this document:

“Trophy Hunting as described in Section II, can serve as a conservation tool when it:

1. Does not contribute to long-term population declines of the hunted species or of other species sharing its habitat, noting that a sustainably harvested population may be smaller than an unharvested one:
2. Does not substantially alter processes of natural selection and ecosystem function; that is, it maintains “wild populations of indigenous species with adaptive gene pools. this generally requires that hunting off take produces only minor alternations to naturally occurring demographic structure. It also requires avoidance of breeding or culling to deliberately enhance population-genetic characteristics of species subject to hunting that are inconsistent with natural selection;
3. Does not inadvertently facilitate poaching or illegal trade of wildlife

2002, 13-15.

¹⁹⁵ Milburn, C. “Briefing Document on the Development of IFAW Position Statements.” 1 October 2014.

¹⁹⁶ See extensive catalogue of IUCN themes and projects. <http://www.iucn.org/theme/species/our-work/action-ground>; <http://www.iucn.org/our-work>

¹⁹⁷ IUCN SSC Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives, ver. 1.0 09 August 2012 p. 2

4. Does not artificially and/or substantially manipulate ecosystems or their component elements in ways that are incompatible with the objective of supporting the full range of native biodiversity.”

All of these points are being debated by a wide range of IUCN members and non-members; debating them to ensure that criteria are met does not preclude membership in the IUCN. There is great difference of opinion as to whether all conditions of trophy hunting, as defined by IUCN guiding principles, are being met. IUCN acknowledges this in its April 2016 briefing paper, *Informing decisions on trophy hunting*: “Trophy hunting takes place in a great variety of governance, management, and ecological contexts, so its impacts on conservation vary enormously, from negative to neutral to positive. In many contexts good evidence is lacking or scanty, so it is currently impossible to evaluate precisely how widespread each outcome is.”¹⁹⁸ Therefore debate about its appropriateness as a conservation strategy should be welcomed and is in no way a reason to deny IFAW IUCN membership.

¹⁹⁸ IUCN. “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies.” April 2016. p. 5

Selected IFAW Contributions to Science and Conservation Biology

2000-2006

This document provides a selected list of primary publications, books and book chapters produced by IFAW staff and contract employees (and other collaborators) between 2000 and 2006. Other research papers and book chapters funded by IFAW that do not include IFAW employees as authors are not included here.

Primary Publications

- Johnston, D.W., P. Meisenheimer, and D.M. Lavigne. 2000. An evaluation of management objectives for Canada's commercial harp seal hunt, 1996-1998. *Conservation Biology* 14: 729-737.
- Leaper, R., D. Gillespie, and V. Papastavrou. 2000. Results of passive acoustic surveys for odontocetes in the Southern Ocean. *Journal of Cetacean Research and Management* 2(3): 187-196.
- Schmelzer, I. 2000. Seals and seascapes: Covariation in Hawaiian monk seal subpopulations and the oceanic landscape of the Hawaiian Archipelago. *Journal of Biogeography* 27: 901-914.
- Azoury, M., B. Clark, B. Geller, M. Levin-Elad and E. Rozen. 2001. Latent Print Detection on Raw Ivory of African Elephants. *Journal of Forensic Identification* 51(3): 496-503.
- Denardo, C., Dougherty, M. Hastie, G., Leaper, R., Wilson, B. and Thompson, P.M. 2001. A new technique to measure spatial relationships within groups of free-ranging coastal cetaceans. *Journal of Applied Ecology* 38: 888-895
- Holt, S.J. 2001. A comment on Tore Schweder's "Protecting whales by distorting uncertainty: non-precautionary mismanagement." *Fisheries Research* 52: 227-230.
- Leaper, R. and J. Gordon. 2001. Application of photogrammetric methods for locating and tracking cetacean movements at sea. *Journal of Cetacean Research and Management* 3(2): 131-141
- Matthews, J.N., J. Gordon, and L. Steiner. 2001. Mark-recapture analysis of sperm whale photo-id data from the Azores (1987-1995). *Journal of Cetacean Research and Management* 3: 219-226
- Matthews, J.N., S. Brown, D. Gillespie, M. Johnson, R. McLanaghan, A. Moscrop, D. Nowacek, R. Leaper, T. Lewis and P. Tyack. 2001. Vocalisation rates of the North Atlantic Right Whale. *Journal of Cetacean Research and Management* 3(3): 271-282.
- Whitehouse, A.M. and E.H. Harley. 2001. Post-bottleneck genetic diversity of elephant populations in South Africa, revealed using microsatellite analysis. *Molecular Ecology* 10: 2139-2149.
- Gillespie, D. and O. Chappell. 2002. An automatic system for detecting and classifying the vocalisations of harbour porpoises. *Bioacoustics* 13: 37-51
- Gillespie, D. 2004. Detection and classification of right whale calls using an 'edge' detector operating on a smoothed spectrogram. *Canadian Acoustics* 32(2): 39-47.
- Moscrop, A., J. Matthews, D. Gillespie, and R. Leaper. 2004. Development of passive acoustic monitoring systems for northern right whales. *Canadian Acoustics* 32(2): 17-22.
- Karpouzli, E.K. and R. Leaper. 2004. Opportunistic observations of interactions between sperm whales and deep-water trawlers based on sightings from fisheries observers in the northwest Atlantic. *Aquatic Conservation: Marine and Freshwater Ecosystems* 14: 95-103.

- Matthews, J. 2004. Detection of frequency-modulated calls using a chirp model. *Canadian Acoustics* 32(2): 66-75.
- Gillespie, D., P. Berggren, S. Brown, I. Kuklik, C. Lacey, T. Lewis, J. Matthews, R. McInaghan, A. Moscrop, and N. Tregenza. 2005. Relative abundance of harbour porpoises (*Phocoena phocoena*) from acoustic and visual surveys of the Baltic Sea and adjacent waters during 2001 and 2002. *Journal of Cetacean Research and Management* 7(1):51-57.
- Johnston, D. W., A.S Friedlaender, L.G.Torres, and D.M. Lavigne. 2005. Variation in sea ice cover on the east coast of Canada, 1969 to 2002: Climate variability and implications for harp and hooded seals. *Climate Research* 29: 209-222.
- Papastavrou, V. and Leaper R. 2005. Debating whale sanctuaries. *Science* 309:51-52
- Baker, C.S., V. Lukoschek, S. Lavery, M. L. Dalebout, M. Yong-un, T. Endo & N. Funahashi. 2006. Incomplete reporting of whale, dolphin and porpoise 'bycatch' revealed by molecular monitoring of Korean markets. *Animal Conservation* doi:10.1111/j.1469-1795.2006.00062.x.
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- Smith, R. J., T.M. Cox and A.J. Westgate. 2006. Movements of harbor seals (*Phoca vitulina mellonae*) in Lacs des Loups Marins, Quebec. *Marine Mammal Science* 22: 480-485.
- García-Borboroglu, P., P.D. Boersma, V. Ruoppolo, P. Reyes, G.A. Rebstock, K. Griot, S.R. Heredia, A.C. Adornes, R.P. Silva-Filho. 2006. Chronic oil pollution harms Magellanic penguins in the Southwest Atlantic. *Marine Pollution Bulletin, Marine Pollution Bulletin* 52(2): 193-198.
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Amboseli Elephant Project

Background

For more than two decades, the International Fund for Animal Welfare (IFAW) in East Africa has worked to protect critical habitats for elephants, reduce poaching through enforcement capacity building, and support local communities to reduce human-elephant conflict and increase support for conservation. The Amboseli Elephant Project has specifically focused on conservation activities in Olgulului Olalarashi Group Ranch (OGR) that surrounds Amboseli National Park.

Since 2012, the Amboseli project has been implementing land leasing, enforcement, education, and awareness projects in OGR to conserve critical populations of elephants; with a focus on securing 16,000 acres of the critical Kitenden elephant corridor in OGR.

Protecting the Kitenden Corridor is critical to the survival of the elephants of Amboseli National Park, as it is the link to protected areas in Kenya and Tanzania where elephants rely on the food and water in these locations – a precious commodity in this region.

Historically, the Maasai had a communal structure of land ownership, where they lived collectively on their land, grazing their cattle and co-existing with elephants and other wildlife. Now the land is sub-divided into 2600 separate 10 acre plots, and the Maasai have become independent landowners with the freedom to sell or fence off their own property. Several Maasai land owners have in fact, sold their plots, resulting in the complete loss of elephant habitat. In some cases, new landowners have converted their property to human-use only areas, incompatible with wildlife conservation. They have put up fencing, tarmacked roads, and created other obstacles to wildlife survival.

Critical wildlife corridors and dispersal areas are becoming lost and fragmented and human-elephant conflicts are increasing. There is an urgent need to arrest this situation at OGR before Amboseli wildlife are cut off from the surrounding eco-system including Kilimanjaro National Park in Tanzania, a lifeline for elephants and other wildlife.

As this project grows there is a desire to replicate local successes across a broader Amboseli-Tsavo-Kilimanjaro landscape, with an emphasis on increasing connectivity of key elephant habitats, supporting movements of critical meta-populations, and ensuring local support through innovative land-conservation agreements.

Strategy (i): Identify and preserve critical elephant habitat.

Achievements

- **IFAW has signed Memos of Understanding with the Amboseli Trust for Elephants (ATE) and the School of Field Studies (SFS) for research on elephant families and elephant movements in the Amboseli Landscape (AL), respectively.** We are also partnering with: the African Wildlife Foundation (AWF) on conservancy and tourism development of the Kitenden conservation area; the National Environment Management Authority (NEMA); and the Amboseli Ecosystem Trust (AET) for gazettelement (legal

sanctioning) of the Amboseli Ecosystem Management Plan (AEMP); and the Amboseli Tsavo Game Scouts Association for capacity building of community rangers.

- **IFAW helped put satellite collars on a select group of elephants which has yielded vital documentation.** In collaboration with the Kenya Wildlife Service (KWS), Amboseli Trust for Elephants (ATE), and the School for Field Studies (SFS), we successfully collared twelve elephants (9 male and 3 female) from a wide range of habitat in the Amboseli Ecosystem. The collars generated significant data, confirming **the need to conserve the entire Amboseli Ecosystem as a unit.** IFAW is continuing its involvement in this project, supporting the School for Field Studies to fund the replacement of collars when eventually battery functions wear out and/or collars fall off.
- **We mapped and documented elephant corridors** as part of the above described team and National Elephant Conservation strategy. This research confirmed that elephants travel between Tsavo-Amboseli and Mara Ecosystems and that they cross the Kenya and Tanzania border. **The satellite collars have identified important yet unprotected conservation areas between the two parks.** This data arms us with information needed to advocate for the conservation of the greater Amboseli ecosystem and identify key areas to deploy security patrols and establish security outposts. It underscores the need for strong cross-border patrols and collaboration.
- **Preservation of the Kitenden Corridor (short-term):** IFAW fulfilled its financial commitments to over 1,000 known Kitenden Corridor landowners in 2015.
- **Preservation of Kitenden Corridor (long-term):** IFAW has been helping to lay the groundwork for ecotourism development. In 2015, the following was achieved:
 - ✓ **A detailed Kitenden Corridor Tourism Plan** was drafted with 3 sites identified for tourism facilities.
 - ✓ **Production of a marketing video** and still images on Kitenden was completed and we have begun meeting with potential long-term investors in the land, using these newly developed marketing tools.
 - ✓ **Construction of Kitenden access roads** was begun and is underway to create accessibility for prospective investors. These roads will later make possible tourist wildlife viewing, security patrols, and administration of the area.
 - ✓ **IFAW jump-started a stalled ecosystem management plan for the region.** This plan is essential to ensure protection of critical elephant habitat in the Amboseli region for the long term. The Amboseli Ecosystem Management Plan 2008 – 2018 (AEMP) was drafted but never executed due to certain legal omissions. IFAW provided funds in 2015 to re-engage this process and finalize the plan. As a result, the AEMP was legally sanctioned and finalized.

Strategy (ii): Promote sustainable development by helping local people.

To create sustainable development for the communities surrounding Amboseli National Park, IFAW is engaged in a multi-pronged approach that entails: **1) Education and mentorship for selected students; 2) Obtain a reliable and clean water supply; 3) Professional community ranger job training; and 4) Planning a community center at a safe distance from key elephant routes.**

1) Education and mentorship for selected students to improve their future, and thus the future of their community and that of the elephants.

Background

The future of the Amboseli elephants is dependent on the willingness and ability of the local Maasai community to protect and care for them. Therefore, it is essential that Maasai youth learn the value of conservation and protection of the wildlife that live near them. It is equally important that these children receive a formal education to improve their socio-economic condition and minimize financial burdens that can lead families to sell their land to commercial interests.

Through education and an environmental mentoring program, we aim to influence students to become advocates of elephant conservation in their community and ultimately influence members of their society. In this way, we seek to establish a self-sustaining system to secure the future for the elephants of Amboseli.

Achievements

- **Scholarships** – In 2015, IFAW granted 60 students with scholarships. These were distributed to: 19 university students; 28 middle college (similar to community college) students; and 13 secondary school students. Members of the Maasai leadership and IFAW staff collaborated on developing the criteria for these scholarships, basing it on level of need and academic potential.
- **Mentorship** - IFAW conducts a wildlife appreciation mentorship program for scholarship recipients. Within the mentorship program, IFAW guides students to form a group that works closely with and is supported by IFAW staff. These students become IFAW ambassadors and agents of positive change in their community. IFAW mentors instill strong conservation values in the students and tracks their progress over time.

2) Obtain a reliable and clean water supply for the local community.

The Maasai enter Amboseli National Park daily to acquire fresh clean water. Without a water pipeline directing clean water to their community, they will continue to enter the park for the only water available, putting themselves and wildlife in danger.

Background

Prior to 1974, Maasai people occupied the area that is now Amboseli National Park. They agreed to vacate the area to create the park with an understanding that they would be provided with fresh water outside the park. This agreement was critical because the only source of clean fresh water is in the perennial swamps of Amboseli National Park, fed by underground rivers from Mt. Kilimanjaro.

The promise was fulfilled, but the water system is 40 years old and the pumping and piping system is outdated and dilapidated, causing delays in water delivery, sometimes for up to three days. Maintenance of this system is high and the cost of fuel for pumping is prohibitive. Thus, women and children often walk up to 20 kilometers (km) a day in search of water which they carry on their back in 20 liter cans. The livestock also walk up to 20 km per day to quench their

thirst inside the Park. In addition to this being a tiring and time consuming exercise for the people, the women risk encounters with elephants which can lead to human-elephant conflicts.

A preliminary report states an urgent need to address this issue to alleviate suffering of the people and their livestock and reduce human-elephant conflicts over water.

Achievements

- **IFAW has facilitated an Environmental Impact Assessment (EIA)** to establish and document the current status of this pipeline and determine what is needed to restore it to its original state. The EIA was conducted by KWS as a strategic partner in this project.
- In May 2015, the EIA report was approved for submission to the **National Environment Management Authority (NEMA)** and the local Water Services Board reviewed and updated the technical part of the report.
- **By November 2015, IFAW paid the final expense towards the completion of the EIA report** to obtain the water extraction permit and for the submission of the permit to the National Environment Management Authority (NEMA) for the project's license.

3) Professional community ranger job training

Members of the Maasai community are actively recruited to become community rangers as described in the **Stop Poaching** section of this report. The training entails learning modern law enforcement methods, wildlife protection strategies, Kenyan wildlife laws, conflict resolution, and other topics, all essential skills to protecting elephants. Many of these new community rangers had never been to school and are now becoming efficient, salaried law enforcement officers trained to prevent wildlife crimes, arrest offenders, and gather evidence for prosecution. Their training certificate is recognized nationally and internationally, making it an even prouder achievement for those who acquire it. **This training and recognition enhances community motivation to protect elephants.** IFAW covers 100% of the cost of these trainings including provision of personal items and upkeep while in training.

4) Physical and Architectural Plans for Model Community Service Center

IFAW seeks to establish a model community service center to be built at a considerable distance from primary elephant roaming sites. This is expected to minimize human/elephant conflict and provide much needed services for the local community. Once architectural plans are developed, IFAW and the Maasai community will approach development agencies to support construction of a new health clinic, wildlife school which trains future wildlife managers and researchers, and a girls' school. These plans are under review and are expected to be initiated later in 2016, depending on the availability of funds.

Strategy (iii): Prevent Human-Elephant Conflict (HEC) by providing KWS with vehicles, training, and mitigation plans to protect people and elephants.

Background

Amboseli National Park loses more elephants per year through deadly clashes with local people (referred to as Human Elephant Conflict or HEC), than from poaching. With 1,400 Amboseli elephants spending up to 80% of the year outside the park, KWS has been stretched to its limits in addressing this problem. Their staffing and mobility have been insufficient to improve this situation. IFAW's goal is to eliminate 100% of elephant and human deaths due to HEC.

Achievements

IFAW has provided two vehicles dedicated to preventing Human Elephant Conflict (HEC), one for the KWS Human Elephant Conflict rangers, and the other for Community Rangers who are trained specifically to handle human-elephant conflict. They use the vehicle to patrol throughout the night diverting elephants from entering farms. The KWS HEC rangers work closely with these Community Rangers, providing technical support and backup.

The Community Ranger is a part of the community who knows the local people, their family relations, and their language and dialect. In spite of ranger efforts to divert elephants at night, at times the latter manage to raid farms or homesteads. The Community Ranger visits with owners of damaged crops to offer support and assistance in quantifying and documenting damages, helps with translations, and with any other related task. This enables property owners to apply for and receive compensation from the Kenyan government, which provides compensation for crop and livestock loss due to destruction by wildlife. Equally important, the Community Ranger defuses potential anger and retaliation against the elephants. In the absence of this critical support, many elephant have been speared in the past.

Kasungu to Luangwa Elephant Landscape –

Kasungu to Luangwa Landscape -

According to the latest (2013) IUCN African Elephant Status Report, there are approximately 15,000 elephants in Zambia with approximately 7,500 in the Kasungu to Luangwa. Kasungu National Park in Malawi, on the Zambian border, one of Malawi's largest national parks, used to be home to a population of close to 1000 elephants. The last reliable count estimated the population to be around 150, the decline because of intense poaching for ivory and a lack of capacity to combat such. Between the Kasungu to Luangwa and Kasungu lie two national parks in Zambia, namely Luambe and Lukasuzi.

Impact for elephants:

As land-use pressures take effect, it is not long before elephant populations will be highly restricted to protected areas alone with heightened human-elephant conflict on the edges. Landscape initiatives, aimed at formalizing and protecting critical linkages between protected areas, coupled with initiatives promoting sustainable alternative rural livelihoods and associated land-use practices (with a view to mitigating human-wildlife conflicts), will have the greatest long-term positive impact on elephant populations and their habitats. By integrating elephant and human needs across the landscape, these layered approaches will allow elephants and people to thrive. Further, according to recent work by the Conservation Ecology Research Unit (CERU) of the University of Pretoria, it is predicted that there will be an eastwards distributional shift of elephant populations in the future as climate change factors take effect. The eastern elephant range, including this landscape, will become increasingly important for the maintenance of viable populations.

Draft strategies:

Enforcement strategy A: This strategy builds on the expertise of our partners and allows us quick entry into the landscape through existing expertise and capacity for evaluating capacity and resource needs for our assessment. This will be the strategy we prioritize first, and begin to execute in early FY16. This strategy includes:

- Training to shift skills and basic needs of the enforcement officers.
- Enforcement capacity building

Livelihood strategy B: This strategy will be dependent on key assessment data to identify the needs of target audiences in the landscape, as well as potential alternatives or other solutions that will simultaneously help people while reducing conflicts with elephants. We will benefit from our experiences in Liwonde and lessons learned about the need to tailor interventions to the challenges faced by the communities on the ground while achieving the most impact for elephants. This strategy includes:

- Loans of agriculture inputs including seed and fertilizer to farmers;

- Training of farmers;
- Supporting market access and loan repayment.

Social marketing strategy C: This strategy works in tandem with other strategies to promote the adoption of a new behavior, including a growing a new agricultural crop, living with elephants, or planting in different locations. We will build on our experiences in AAE and China to enhance community mobilization and the execution of a targeted behavior change strategy through:

- shifting attitudes;
- changing the community dialogue; and
- ultimately changing behavior.

The combination of a social marketing strategy with other strategies can be a powerful, and more sustainable, approach to achieve effective conservation and community support over time.

Liwonde National Park Conservation Programme

More than 500 elephants, as well as hippos, black rhinoceros, dozens of species of grazing mammals as well as reptiles, fish, insects and more than 600 species of birds live here.

IFAW helps safeguard the park's elephants and other wildlife affected by human-wildlife conflicts in the park and along its borders.

But Liwonde faces many threats. Malawi's small size and dense population has resulted in fragmented wildlife habitats – making places like Liwonde islands in a sea of people. Food security and poverty are a constant struggle for ordinary folk and so commercial poaching of wildlife; cutting down of trees for firewood and illegal fishing in the vitally important Shire River threatens the survival of ever-rarer species, including rhinos and elephants.

The Liwonde National Park Conservation Programme is a partnership between IFAW and the Department of National Parks and Wildlife (DNPW) of the Government of Malawi.

The project helps safeguard Liwonde National Park and its wildlife by enhancing capacity for park security, providing basic park management resources, mitigating human-wildlife conflict, providing alternative livelihood opportunities for communities living around the park and training Malawian leaders as the conservation managers and rangers of the future.

If Liwonde is to survive as a safe wildlife habitat ways have to be found to ensure that the human communities that surround it thrive, and IFAW and DNPW have drawn together donors and partners to find alternative livelihood opportunities that will bring long-lasting economic prospects for communities along Liwonde's borders.

Projects like the Chikolongo Fish Farm on the western boundary of the national park will decrease poaching pressure on the Shire River Basin. Poaching, which has been rampant in the Shire, in turn reduces fish stocks in Lake Malawi as the river is a nursery for bream and catfish – adversely affecting the fishing industry and reducing one of the country's key sources of protein.

Community projects such as fish farms, hydroponic agriculture and other alternative farming methods, as well as skills training, relieve pressure on wildlife habitat by reducing poaching of animals and fish for food; as well as preventing the human-wildlife conflicts which inevitably occur when these take place.

Working together IFAW and DNPW are committed to protecting Liwonde, Malawi's most important national park and a premier tourist destination.

Greater Manas: energy-efficient cook stoves help preserve natural habitat

Manas National Park lies along the foothills of the Himalayas in northeast India's Assam state and consists of a mosaic of habitat types ranging from evergreen, semi-evergreen to mixed deciduous forests.

The area is densely populated with both people and wildlife.

For centuries, the local people have used wood from these forests for cooking. But cutting too much wood too fast can degrade the habitat, with dire consequences for all who depend on it, from elephants to tigers to humans.

In fact, Greater Manas constitutes one of the largest and most critical wildlife habitats in India, contiguous with forests in Bhutan (Royal Manas National Park) in the north and the Buxa Tiger Reserve of West Bengal, India, in the west.

The area is an important wildlife migratory route for long-ranging mammals such as elephants and tigers along the West Bengal-Assam-Bhutan-Arunachal Pradesh corridor.

Considering the importance of the area, UNESCO declared the Manas Wildlife Sanctuary (MWS) a United Nations World Heritage Site in 1984.

To help reduce tree-felling in Greater Manas, IFAW-WTI is helping install improved cooking stoves in local households in the region.

With these stoves installed in 182 households so far, around 2,500 trees may be saved annually, as fuel consumption is reduced by about one kilogram per person per day.

The community-based conservation activity is a part of the initiative to 'Bring back Manas' to its former glory, under an IFAW-WTI project to protect elephants and other wild animals in the Greater Manas landscape.

The improved cooking stoves have been installed in three clusters of villages around Manas National Park and Reserve Forest. Fabricated using local raw material - soil, cow dung, rice husk and iron bars, these stoves are designed to maximise fuel efficiency.

Our prime concern in providing these improved cook stoves was to ensure that fewer trees are felled, and less wood is extracted from the forests.

When we calculated the fuelwood use before and after installation, we found a reduction of 0.92 kg of wood per day per individual.

The stoves have additional benefits as the smoke produced is reduced, making it a healthier alternative for these families.

The improved stoves maximise efficiency by reducing heat wastage.

One end has an opening for fuel wood while the other end has the chimney that leads the smoke outside the house. With two stove-openings, two dishes can be cooked simultaneously.

During summers it gets rather hot in this region. As compared to the earlier stoves, these stoves prove a better option for cooking as they do not get very hot around it.

These stoves will directly benefit both the forest's fringe villages and the wildlife habitats. The good thing is that the people understand their value and have enthusiastically welcomed the change.

A pre-installation survey carried out among these families revealed that the per capita fuel wood consumption in a traditional cook stove was 2.73 kg a day. After the improved cook stoves were installed, the per capita fuel wood consumption was found to have fallen to 1.81 kg per day.

If we assume that each of the 182 households have at least four members, the annual fuel wood saved amounts to about 250,000 kgs of wood, which is equivalent to 2,500 small trees (about 100 kg each), as people prefer to cut down smaller trees for fuel wood for ease of felling and transport.

This calculation only accounts for wood used in cooking their meals. If we include the fuel consumed in brewing local rice beer or feed for their animals, the amount of wood saved will be even higher. Considering its benefits, we are planning to spread this to more households and even forest camps.

REPLY FROM TAJIJIN (AITA Foundation), China – Received on 6 August 2016

Please find our reply to the objections as below:

We have reviewed the document dated 6 July 2016, which stated the objections from 2 different IUCN members on our application for membership.

We apologise that our current website which provides full information about our organisation is in Chinese, and that has caused difficulties for others who don't read Chinese to understand who we are and what we do. We promise the website will be updated with an English version in a timely manner.

The AITA Foundation for Animal Protection holds the principle of opposing hunting, especially trophy hunting and sport hunting. We see many debates on if trophy hunting and/or sport hunting contribute to conservation. It has been long and widely discussed that the income of such huntings may not be managed well to help conservation. More researches claim that the demand for wild animals stimulated by hunting also causes pressure on wild animal population.

We understand and respect the call for "sustainable use of nature and nature resources", however, we may not fully agree, for now, that hunting contributes to this goal as one of the conservation efforts, especially in developing countries where law enforcement is often weak and corruption isn't rare.

Though holding the principle of opposing hunting, since its establishment in 2011, AITA Foundation has not yet initiated any campaign against hunting. It is very unlikely we start one, and even we do, we would start from targeting the illegal ones first.

We believe it is not guilty to believe it is right to oppose hunting while supporting sustainable use of nature and nature resources. We believe, with the development of conservation researches, the definition of sustainability will be refined.

References:

—Trophy Hunting Fees Do Little to Help Threatened Species, Report Says, New York Times, June 13, 2016

http://www.nytimes.com/2016/06/14/us/politics/trophy-hunting-fees-do-little-to-help-threatened-species-report-says.html?_r=0

—Trophy hunting: 'Killing animals to save them is not conservation', CNN, May 20, 2015

<http://edition.cnn.com/2015/05/19/opinions/trophy-hunting-not-conservation-flocken/>

—Can Lion Trophy Hunting Support Conservation?, National Geographic, July 29, 2015

<http://news.nationalgeographic.com/2015/07/150729-lion-trophy-hunting-conservation-animals-cecil/>

—'Hunting for Conservation' Backfires, Science, August 27, 2010

<http://www.sciencemag.org/news/2010/08/hunting-conservation-backfires>

—Trophy hunting's contribution to conservation? Not much, CBS News, June 15, 2016

<http://www.cbsnews.com/news/trophy-huntings-contribution-to-conservation-not-much/>

Regards,
Sascha Su



Window to Environment

WINDOW TO ENVIRONMENT ASSOCIATION

Dear Ms. Fleurange GILMOUR,

Regarding the objection letter, Re Window To Environment (WTE) received from your part about our position from the Chaotic Hunting. Kindly note that WTE activities, since its establishment in 1997, focus on Sustainable Development and Environment Protection.

WTE campaigns were and still against illegal activities and not against sustainable and regulated hunting. We are working to organize the status of hunting in Lebanon to be more sustainable and to balance the needs of wildlife with the needs of people.

We coordinated our efforts with Society for the Protection of Nature in Lebanon (SPNL) and the Lebanese Environment Forum (LEF) to enforcing the Hunting Law.

Kindly take this letter into consideration and accept our IUCN Membership request.

Thank you in advance for your attention and best regards,

Hiam Kreidie

President of Window to Environment

جمعية نافذة الى البيئة
علم وخبر ١٤٤٤ د



Lebanese Environment Forum (LEF)

Date: July 26th, 2016

From: Lebanese Environment Forum LEF

To: Fleurange GILMOUR-BIERI, Membership Coordinator in IUCN

Subject: Letter of Endorsement for IUCN membership

It would be our pleasure to write this letter of endorsement for Window to Environment Association.

Window to Environment, a very active NGO on local and regional level, has contributed since 1997 in improving the environmental situation in Lebanon through environmental activities and projects with various partnership stakeholders and in promoting community participation and awareness in Lebanon by working on several environmental topics such as climate change, waste management, and protection of natural resources.

WTE who is a member in the executive committee of the Lebanese Environment Forum (LEF), has supported LEF project for "Promoting responsible hunting practices in Lebanon using community based approach", project funded by Critical Ecosystem Partnership Fund (CEPF), implemented by Lebanese Environment Forum (LEF) with the technical support of the Society for the Protection of Nature in Lebanon (SPNL) and also presented a small grant proposal for responsible hunting. This project aimed for promoting sustainable hunting to establish a balance between the needs of wildlife with the need of people in order to reduce hunting threat in Lebanon through building constituency around responsible hunting practices and towards the proper implementation of the law. LEF believes that WTE campaigns, through this project and throughout the years, encourage sustainable and regulated hunting and WTE mission is totally in line with IUCN vision.

This letter has been issued upon WTF request.

Sincerely,

Rafaat Saba

President of LEF



Lebanese Environment Forum

Ain Rummaneh, Wadih Neem Street, Najjar Bldg, 2nd Floor

Tel/Fax: +9611386570 Email: news@lbeforum.org Website: www.lbeforum.org

LEF is an umbrella gathering more than 46 environmental NGOs in Lebanon.

Member in the International Union for Conservation of Nature (IUCN),

Member the International POPs Elimination Network (IPEN),

Member in the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE),

Member in the Arab Network for Environment and Development (RAED),

Annex 4 – Feedback received from due diligence process on membership applications from the International Fund for Animal Welfare, Tajjijn (AITA Foundation) and Window to Environment

Following the objections received, due diligence process was undertaken by the Secretariat with the relevant Regional Offices and National/Regional Committees, if any.

1. International Fund for Animal Welfare, USA

No feedback received from the US Regional Office.

2. Tajjijn (AITA Foundation), China Objections

Feedback from IUCN China office and South and East Asia Regional office

From: HOU Bo
Sent: Thursday, December 08, 2016 9:09 AM
To: KUMAR Raj
Cc: ZHU Chunquan
Subject: Re: Tajjijn and Window for Environment

Dear Raj,

Please find the statement from Dr. Zhu, IUCN China Country office:

Dear Raj,

Thank you for your great help for AITA's membership application. Actually we met Mr. ZHANG Xiaohai, Secretary General of AITA Foundation, before AITA submitted the application. Mr. Zhang introduced AITA and its plan for the future. AITA was founded by some TV presenters in Beijing with the support of Tecent Foundation and Lao Niu Foundation. At beginning AITA worked for wildlife welfare and stray animals. With its growth and development Mr. ZHANG Xiaohai was appointed as Secretary General in 2015, who changed the mission of AITA. Now the mission of AITA is to help people to learn more about animals and to raise the awareness, change behavior, advocacy for policy and regulation reform. The programmes of AITA are mainly about the conservation of companion animals and wild animals. AITA has very good resources of communications and publicity.

Hope the information helps. If need more information please feel free to contact with us.

Best Regards,

Dr. Zhu
IUCN China Country Office

From: KUMAR Raj
Sent: 08 December 2016 03:30
To: GILMOUR-BIERI Fleurange
Cc: IUCN Membership; ZHU Chunquan; HOU Bo; SINGH TP
Subject: FW: Tajjini and Window for Environment

Dear Fleurange,

Based on the recommendation from IUCN China Office as provided in the appended email below, ARO would like to support the application of AITA Foundation. We believe it will be a useful addition in IUCN Membership fold to have AITA Foundation as an IUCN Member.

Please let us know if you need any further information or clarification.

With best regards,

Raj Kumar
Membership Focal Point, IUCN Asia Regional Office

- The Chair of the South and East Asia Regional Committee, Ma Keping, was not contacted since he had initially endorsed the application from Tajjini (AITA Foundation). His letter is available [here](#).

3. Window to Environment Association (WTE)

The Lebanon National Committee was requested to provide feedback but nothing was sent to-date.

Feedback from West Asia Regional Office

Please see below feedback from Dr. Hany El Shaer our Regional Program Coordinator;

“Dear Fadi and Ola,

It seems to me that these objections are not valid because:

- It is not logic that the NGO mandate is against sustainable and regulated hunting!!! And this can't be accepted by the authority in Lebanon.
- No prove on this , Campaign against “chaotic hunting” is one of the activities of the NGO among other activities and thematic area.
- The NGO application shows that they have cooperation with some of our members in Lebanon in sustainable development.
- The mandate of the NGO can be checked easily through the union of NGOs in Lebanon.

Best Regards,

Hany

And attached more supporting document from the Window for Environment about their activities.

Best regards.

Ola Mallah

Membership Coordinator



WINDOW TO ENVIRONMENT ASSOCIATION

Window to Environment was established in 1996 and it got official licensing from the Ministry of the Interior in 1997.

Window to Environment since then has worked in environment in all fields.

Projects:

Preparation and distribution of flyers on environment yearly:

- eco behavior in schools (solid and liquid waste management/ energy and water saving)
- eco behavior in houses
- eco behavior in gardens
- eco behavior in gas stations
- Conservation of animals and pets

Organizing exhibitions on innovative recycled materials (frames, pillows, decorative tips, pictures) made from bottles, cans and plastic boxes, textiles and old CDs.

Reforestation projects in different regions in Lebanon: Joun, Ain Zhalta, Bmohray, Hermel, Shanaii, Ghazieh and different Beirut streets.

Pine Distribution Campaign of more than 1600 plants for mothers in four big corporations (Sabra, Verdun, Ramleh el Bayda...) and schools in Beirut (Lycée Verdun...) in Mother's Day in 2012.

Awareness campaigns on sustainable hunting in corporation with Society for Protection of Nature in Lebanon (SPNL).

Rehabilitation of two public gardens in Basta el Tahta and Kaskas.

Guided visits to Natural reserves in Lebanon for students, orphans and handicaps from schools and orphans centers. (Highlighting geographic, biological, agricultural importance)

Field visits for students to Horsh Beirut and awareness about conservation species.

Advocacy campaigns for preservation and rehabilitation of the Horsh (against establishing markets) and establishing a nursery and olive trees plots in the horsh with pursue in the future for children space.

Mediterranean Marine litter (MAD), an EU funded project in cooperation with the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE) in 2014, an awareness campaign for students on marine life conservation.

Round tables and meetings for women on climate change and adaptations measures.



Window to Environment

WINDOW TO ENVIRONMENT ASSOCIATION

Project on Plastic waste danger for schools students in 2015, awareness sessions in UNESCO and distribution of flyers.

Distribution of eco-bags to Cars in Beirut in cooperation with “Beirut union families” association and the help of Lebanese scouts in 2015.

Awareness workshop day for students on climate change (green houses effect) in the ministry of environment in Beirut in December 2015.

Working currently on reduction natural disasters for public schools in Beirut to be started next month.

Window to Environment is:

Member in climate change leadership,

Member in Global Network of Civil Society organizations for Disaster Reduction (GNDR),

Member in the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE),

National Coordinator in the Arab Network for Environment and Development (RAED),

Member in the International POPs Elimination Network (IPEN),

Member in Lebanese Environment Forum

Member in Lebanese Women Council



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.3.3.2

8th Meeting of the Governance and Constituency Committee

Membership in Category C – Indigenous Peoples’ Organisations: membership dues and transfer between Membership Categories of current indigenous peoples’ organisation Members

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to:

1. MAKE A RECOMMENDATION TO COUNCIL regarding the list of existing IUCN Members to be moved from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous Peoples’ Organisations (IPO).
2. MAKE A RECOMMENDATION to Council for decision on the 2017-2020 membership dues for Indigenous Peoples’ Organisations (IPO).
3. RECOMMEND to Council to review the 2021-2024 dues for IPOs in time for consideration by the 2020 Congress.

Background

1. Membership in Category C – Indigenous Peoples’ Organisations (IPO)

Following approval of WCC-2016-Res-004 “Including indigenous peoples’ organisations in the structure of the Union” and related amendments to the Statutes by the 2016 World Conservation Congress, the IUCN Council will be invited to adopt, in second reading, the consequential amendments to the Regulations . See [Council document C/92/5.3.2.3](#).

The most important amendment concerns Regulation 5 and reads as follows:

Regulation 5bis

Indigenous Peoples’ Organisations

Any national or international indigenous peoples’ organisation seeking admission as a Member shall, in addition to the requirements of the Statutes:

- (i) be a not-for-profit entity which conforms with the law of the State where its seat is located;*
- (ii) have been in existence for at least three years;*
- (iii) be autonomous in administration and governance; and*
- (iv) have, as its primary constituency, indigenous peoples.*

Council’s adoption of the amendments will enable the Secretariat to publish revised versions of membership documents (Dues Guide, application form, etc). IT systems (Constituency Relationship Management (CRM), ERP (Enterprise Resource Planning) - Finance tool) will also be adjusted to fit the new category and ensure that all the necessary data are reflected correctly on the Union Portal.

2. Transfer between membership categories

Regulation 21 states that “On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification”.

To date, the following Members of IUCN would qualify for membership in the Category of Indigenous Peoples' Organisations and should, in principle, be moved to that category (*unless indicated otherwise, all organisations are National NGOs*):

Organisation name	Country
1) Agencia para el Desarrollo de la Mosquitia	Honduras
2) Asociación Ak'Tenamit	Guatemala
3) Centro para la Investigación y Planificación del Desarrollo Maya SOTZ'IL	Guatemala
4) Coordinadora de Organizaciones Indígenas de la Cuenca Amazónica	Ecuador
5) Edith Kanakaole Foundation	United States of America
6) Ejecutor del Contrato de Administración de la Reserva Comunal Amarakaeri	Peru
7) Fundación para la Promoción del Conocimiento Indígena	Panama
8) Indigenous Peoples of Africa Coordinating Committee (International NGO Member)	South Africa
9) Inuit Issittormiut Siunnersuisoqatigiifiat (<i>International NGO Member</i>)	Greenland
10) Inuit Tapiriit Kanatami	Canada
11) Kua`aina Ulu`Auamo	United States of America
12) North Australian Indigenous Land and Sea Management Alliance Limited	Australia
13) Bolipara Nari Kalyan Somity	Bangladesh
14) Gram Unnayan Sangathan	Bangladesh
15) Fundación Laguna Lachuá	Guatemala

In January 2017, the Secretariat contacted these Members to inform them that, unless they indicate otherwise, they would be automatically moved to the new category C (IPO) as soon as Council has approved the changes to the Regulations. They may express their concerns until 31 January 2017. So far none of these Members has raised an objection.

One important consequence for Members to take into consideration when moving from Category B (NGO) to Category C (IPO) is the fact that International NGOs have 2 votes in Category B, while International IPOs have 1 vote in Category C. This decision was made by the IPO Working Group in 2016 which agreed that the IPO category would not be divided into national and international organisations and thus relevant Members would have 1 vote.

Any new organization applying for IUCN Membership which qualifies for the IPO category must indicate so in the membership application form submitted to the Secretariat. The necessary assessment/checks will be made by the Secretariat before the final decision on the organisation's application for admission is made by Council based on a recommendation from the Governance and Constituency Committee.

The Governance and Constituency Committee is invited to CONSIDER the list of existing IUCN Members to be moved from membership Category B (Non-governmental organisations (NGO) to membership Category C Indigenous Peoples' Organisations (IPO) and MAKE A RECOMMENDATION to Council for decision.

16) Membership dues for Category C (IPO)

The 2016 World Conservation Congress approved the 2017-2020 membership dues (WCC-2016-Dec-119). The Finance and Audit Committee of the Congress recommended, based on input received from the Credentials Committee of the Congress, to consider the new IPO membership category in the current membership dues structure. The Credentials Committee added that this should not negatively impact the financial projections for dues in the short term, since it can be foreseen that IPOs which are currently in membership Category B will likely request to be moved to the new IPO membership category. The Committee did highlight the need for the IUCN Council to consider membership dues levels for this proposed new category of IPO members in a manner which reflects the financial capability of existing and prospective IPO members to meet the dues requirements.

Given that the 2016 Congress has approved the membership dues for 2017-2020, it is proposed that the dues for membership category C (IPO) be the same as category B (NGO) and the dues group calculation will be made based on the operating expenditure¹ of the organisation. Cf. the table below.

It is recommended that, in due time, the Governance and Constituency Committee together with the Finance and Audit Committee make an assessment on whether dues for Category C should be reviewed for the years 2021-2024 and prepare a proposal for the 2020 Congress accordingly.

The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to Council for decision on the 2017-2020 membership dues for Indigenous Peoples' Organisations (IPO), and RECOMMEND to Council to review the 2021-2024 dues for IPOs on time for consideration by the 2020 Congress.

Dues for Indigenous Peoples' Organisations

Group	Operating expenditure US dollars		Membership dues scale 2017-2020 (CHF)
	FROM (≥)	TO (<)	
1	≥ 0	< 100'000	445
2	≥ 100'000	< 500'000	713
3	≥ 500'000	< 1 M	1,338
4	≥ 1 M	< 2 M	2,678
5	≥ 2 M	< 4 M	5,353
6	≥ 4 M	< 6 M	8,922
7	≥ 6 M	< 8 M	12,490
8	≥ 8 M	< 10 M	16,059
9	≥ 10 M		21,412

Membership dues are expressed in Swiss Francs (CHF)

FROM: equal to or above the amount indicated; TO: below the amount indicated

¹ This is defined as the expenditure arising in the course of ordinary activities of the organisation and which is considered to be **recurrent and annual. It does not include one-time investments.**



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.3.3.3

8th Meeting of the Governance and Constituency Committee

Appeals against Council decision C/88/21 admitting the Born Free Foundation and rejecting the membership application of the Animal Legal Defense Fund

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee (GCC) is invited:

1. to make a recommendation to Council whether:
 - a) To refer the appeals to Council decision C/88/21 admitting the Born Free Foundation and rejecting the membership application of the Animal Legal Defense Fund to the 2020 Congress; or
 - b) To submit them to an online consultation followed by an electronic vote of the IUCN membership in conformity with Article 94 of the Statutes and Regulation 94.
2. in the case that 1.b) is recommended, provide its feedback to the Secretariat regarding the timeline and questions to be put to the e-vote.

Background

The Governance and Constituency Committee is requested to consider the process to be followed with regard to the following two appeals, received on 13 and 14 October 2016, against Council decision C/88/21 adopted in April 2016:

1. From the International Council for Game and Wildlife Conservation (CIC) and 13 other IUCN Members against Council's decision to admit the Born Free Foundation (BFF) - Annex I.
2. From the Animal Legal Defense Fund (the applicant) and 10 IUCN Members against Council's decision to reject the membership application of the Animal Legal Defense Fund (ALDF) – Annex II.

Both appeals were received within the period provided in the Regulations for appeals against Council decisions regarding membership applications, and have been made by at least ten Members eligible to vote, as required by the Statutes.

It is worth noting that, in its appeal letter, CIC requests *“that this letter is circulated to the IUCN Council and a motion for a vote is tabled at the next World Conservation Congress. If BFF continues with these activities, then we reserve our right to submit a motion for expulsion under Article 13c of the IUCN statutes.”*

The Statutes and Regulations do not provide more detail about the procedure for handling such appeals other than:

- *“The World Conservation Congress [...], on such an appeal, shall have the right to reverse the Council’s decision by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.” (Article 10 of the Statutes)*
- *“All matters within the competence of the World Congress may be decided by mail ballot. Such a mail ballot shall take place at the request of the Council or at least one fifth of the total voting rights of Members eligible to vote in either Category A or in Categories B and C combined.” (Article 94 of the Statutes)*

The IUCN Council will therefore have to consider which one of the following two options it wishes to pursue for each appeal:

- To refer the appeal to the 2020 Congress; or
- To submit the appeal to an electronic vote of the IUCN membership in conformity with Regulation 94.

In response to the President’s consultation of Council on 26 October 2016, Councillors preferred to consider this issue at the 92nd meeting of the Council instead of deciding by email correspondence. A short history of both cases was attached to the President’s message.

Annex III summarizes the steps undertaken from the submission of the two membership applications on 30 June 2015 to the latest events which happened in December 2016.

All the detailed background information, membership application forms, objection letters, correspondence from/to the applicants, Members and the Secretariat is available in Annex IV, V, VI, VII, VIII and IX.

Finally, Annex X proposes a timeline as well as the questions to be put to the vote in case Council chooses to submit the appeals to an electronic vote in 2017.

The list of Annexes is as follows:

- Annex I – BFF appeal
- Annex II – ALDF appeal
- Annex III - Overview of the process BFF/ALDF
- Annex IV – ALDF and BFF objections from Members and replies from applicants
- Annex V – ALDF and BFF – feedback from due diligence process
- Annex VI – ALDF and BFF clarification received from applicants following Council meeting in October 2015
- Annex VII – correspondence with Members on BFF
- Annex VIII – correspondence with BFF following their admission
- Annex IX – correspondence with ALDF following decision to reject their application
- Annex X - Online process for appeals against Council decisions on Membership issues



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

13 October 2016

Mr Zhang Xinsheng

President

IUCN

Re: Appeal Against the Admission of the Born Free Foundation as an IUCN Member

Dear Mr Xinsheng

It is with heavy hearts and the desire to protect our Union that the International Council for Game and Wildlife Conservation (CIC) and the 13 other undersigned IUCN members wish to exercise our rights under Article 10 of the IUCN Statutes and formally appeal against the previous Council's decision to admit the Born Free Foundation (BFF) as a Union member. The basis of this appeal is twofold:

- the application process was not duly followed by the previous Council; and
- BFF undertakes activities that violate the IUCN statutes.

1. The Application Process was not duly followed

The membership application process had several failings that resulted in objections from IUCN members not being appropriately considered during the application process by BFF and the IUCN Council. These failings have already been documented in a letter sent to the IUCN President from eight IUCN members on 19 July 2016 (Annex 3). This letter forms a part of this appeal. A reply was received on 27 September 2016, which has been included as Annex 4.

2. BFF Activities that Violate the IUCN Statutes

BFF is fundamentally and categorically opposed to trophy hunting regardless of the sustainability of an offtake and regardless of the benefits that local communities and conservation efforts often receive from trophy hunting income. They do not distinguish between 'good' and 'bad' trophy hunting initiatives, but take a blanket approach and campaign against all trophy hunting.

The second basis of this appeal is the specific activities that BFF undertakes that undermine conservation and prevent communities from benefitting from the sustainable use of their natural resources. Before these specific activities are listed, there are two things to note:

- This appeal is not against BFF's theoretical opposition to trophy hunting, but about the specific actions and campaigns it undertakes. Actions are not debate. No organisation should be excluded from membership of the Union for debating a conservation issue, however organisations that undertake activities that violate the statutes must be excluded.

- BFF may undertake other activities that are legitimate conservation projects, however this is not relevant to the appeal. Laudable activities in one area do not give an organisation the right to violate the statutes in others. The statutes have been agreed upon by nations at very different stages of development and with very different cultural values and developmental needs. No member of IUCN may choose to violate them, even if they undertake other activities that do not violate the statutes.

BFF's categorical opposition to trophy hunting is clearly stated in the campaign section of their website (Annex 5):

“Born Free is wholly opposed to the killing of animals for sport or pleasure, whether they are wild-born or bred in captivity. We have been working to bring the brutality of this so-called ‘sport’ to the attention of policymakers, enforcement bodies, and the public, for many years.”

Based on this principle, BFF actively campaigns against trophy hunting without any consideration of whether an offtake is sustainable, without distinguishing between unsustainable and sustainable hunting initiatives and usually without any consultation with the communities that would be affected by the cessation of trophy hunting.

In order to achieve their objective of ending trophy hunting BFF lobbies the governments of countries where trophy hunting is legal in order to persuade them to ban the practice (Annex 5). This activity should be considered an influence on domestic legislation for a blanket ban on trophy hunting.

BFF also seeks to undermine the financial viability of trophy hunting initiatives by lobbying European governments, the European parliament and the government of the United States to ban the imports of hunting trophies (Annex 5; Annex 6). They also lobby airlines, international couriers and shipping companies to no longer transport trophies (Annex 5). The clearly stated aim of these activities is: *“If hunters can't bring their trophies home, we are convinced that they will be far less likely to engage in expensive trophy hunts”* (Annex 5). BFF produced a video with MEP Neena Gill, calling for a ban on trophy hunting as part of this campaign (Annex 6). They were also one of the organisers of a protest march against lion trophy hunting in London. The march culminated with Virginia McKenna, former actress and founder of BFF, hand delivering a letter to then Prime Minister David Cameron at his official residence at 10 Downing Street. This letter called for a blanket ban on the imports of trophies into the United Kingdom (Annex 7). Their website has a letter writing campaign section where their members and other visitors to their website are encouraged to write to their MEPs encouraging them to support a ban on the import of trophies into the European Union (Annex 8). These activities should all be considered influences on international and domestic policy.

3. IUCN and Trophy Hunting

The sustainable use of biodiversity is enshrined in the IUCN objectives and the IUCN has recognised trophy hunting as a legitimate form of sustainable use. The Species Survival Commission (SSC) released a document in 2012: *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives* [1] and in 2014, the SSC and the Sustainable Use and Livelihoods Group (SULi) released: *A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies* [2]. This position paper was prepared in response to calls for blanket bans on the import of trophies from organisations such as BFF. The following paragraphs from this IUCN position paper show a stark contrast with the activities of BFF (Bold type has been added by the CIC):

“Time-limited, targeted conditional moratoria – particularly if accompanied by support for on-the ground management reform – may be useful tools in driving improvements in hunting practice. Such moratoria

*could focus on particular countries or species. **But blanket bans or restrictions affect both good and bad hunting practices. They are a blunt instrument that risks undermining important benefits for both conservation and local livelihoods, thus exacerbating rather than addressing the prevailing major threats of habitat loss and poaching.***

...
*“Trophy import restrictions by key importing entities such as the EU can make trophy hunting programmes economically unviable at local level, particularly where the restrictions affect “high value” iconic species (Case Study 5; Figure 4). **Removing the incentives and revenue provided by hunting would be likely to cause serious declines of populations of a number of threatened or iconic species.** For example, the recovery of some populations of African Elephant, Black Rhino, White Rhino, Hartmann’s Mountain Zebra, Cheetah and Lion in Africa, of Markhor, Argali and Urial in Asia, and of Bighorn Sheep in North America could be stopped and reversed (Case Studies 1-8). **Importantly, populations of threatened species that are not hunted could also be negatively impacted, including e.g. Snow Leopard and African Wild Dog (Case Study 8).**”*

...
*“**Likewise, if trophy hunting became unviable the thousands of rural Zimbabwean households that directly benefit from CAMPFIRE would lose approx. US\$1.7 per annum (already reduced from US\$2.2 million by US elephant trophy import bans) (C. Jonga (CAMPFIRE Association), In litt.). Even more fundamentally, perhaps, unilateral trophy restrictions by importing states in these cases will take decision-making power away from already-marginalized rural communities as to how they can manage their land and wildlife in ways that respect their right to self-determination and that best meet their livelihood aspirations.**”*

For the purposes of this appeal, BFF’s activities should be assessed against IUCN’s position on trophy hunting and other scientific evidence, not just these three paragraphs. BFF remains an animal rights organisation founded with the purpose of ending zoos. Where they are involved in conservation, they do not seek to achieve the sustainable use principles of IUCN, but rather their own compassionate conservation approach where the welfare of individual animals is central in conservation decision-making. Trophy hunting is an area where the sustainable use principles of IUCN and the animal welfare principles of BFF collide. They do not campaign against trophy hunting because it is not sustainable, rather they campaign against trophy hunting in spite of it being sustainable. Where communities (such as those in Zimbabwe that participate in the CAMPFIRE program) derive income from hunting, they put individual animals above those communities in accordance with their principles. Where there are incentives to manage land for hunting, preserve valuable wildlife habitat and reduce human wildlife conflict, they put individual animal rights above these incentives to the ultimate detriment of the animals themselves. These are not the actions of an IUCN member.

4. IUCN Statutes that Have Been Violated

Article 8a

“Before admitting an applicant, the Council shall: (a) notify Members of the application and consider any objection raised”

The process that led to the admission of BFF as a member suffered several flaws (Annex 3). Among these were

- That the objections from 23 members were condensed into an abridged form with the omission of critical content; and

- Not a single objection to BFF’s activities against trophy and subsistence hunting was responded to by BFF, or raised by the IUCN Council in subsequent correspondence with BFF.

Objections based on hunting have been overlooked instead of considered in this application process in breach of Article 8a. Further, if the Council and the Governance and Constituency Committee only considered the abridged objections and not the full objections of each member, then this is also a breach of Article 8a of the IUCN Statutes as the abridged objections formed an insufficiently thorough summary of member concerns.

Article 2

“The objectives of IUCN shall be 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.”

BFF is not campaigning for trophy hunting to be made more sustainable, but to be completely abolished. The position of IUCN is that blanket bans on trophy hunting are blunt instruments that potentially harm conservation, reverse the recovery of species and disenfranchise local communities. BFF’s campaigns therefore violate Article 2 of the IUCN statutes.

Article 3h

“influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and natural resources”

BFF influences national and international legal and administrative instruments with the purpose of ending trophy hunting. The position of IUCN is that blanket bans on trophy hunting are blunt instruments that potentially harm conservation, reverse the recovery of species and disenfranchise local communities. The result of BFF’s campaigns is that societies are barred from enjoying the benefits provided sustainably by nature and natural resources in violation of Article 3h.

Article 7b

“the applicant has as one of its central purposes the achievement of IUCN’s objectives and a substantial record of activity in the conservation of nature and natural resources”

The central purpose of BFF is put individual animal rights at the centre of conservation decisions while the sustainable use of biodiversity is enshrined in the IUCN objectives. Where this purpose conflicts with the sustainable use principles of IUCN, BFF’s objectives prevail and BFF undertakes activities that violate IUCN’s objectives thereby violating Article 7b.

Article 7d

“the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN”

BFF’s campaigns against trophy hunting violate Article 2 and Article 3h of the IUCN statutes. By extension, Article 7d has also been violated and BFF should not have been admitted as a Union member.

We request that this letter is circulated to the IUCN Council and a motion for a vote is tabled at the next World Conservation Congress. If BFF continues with these activities, then we reserve our right to submit a motion for expulsion under **Article 13c** of the IUCN statutes.

Kind Regards



George Aman
President

International Council for Game and Wildlife
Management

See Annex 2

Angus Middleton

Executive Director

Namibia Nature Foundation



Åke Granström

Deputy Secretary General

Svenska Jägareförbundet



Wieke Edinger

Director International Affairs

Nordic Hunters' Alliance



Nick Wiley

President

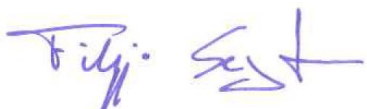
Association of Fish and Wildlife Agencies



Hartwig Fischer

President

Deutscher Jagdverband e.V.



Filippo Segato

Secretary General

Fédération des Associations de Chasse et
Conservation de la Faune Sauvage de l'UE



Ben Carter

Executive Director

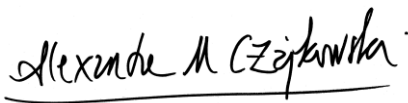
Dallas Safari Club



James Baker
Executive Director
Fur Institute of Canada

See Annex 2

Jari Pigg
Deputy Director
Suomen Riistakeskus



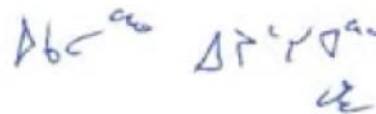
Alexandre Czajkowski
Director
Oiseaux Migrateurs du Palearctique
Occidental



Hanspeter Egli
President
Jagdschweiz

See Annex 2

Mark Boyle
**Director of Standards, Welfare and
Environment**
International Fur Federation



Okalik Egeesiak
Chair
Inuit Circumpolar Council

Annexes to the Letter:

- Annex 1: References
- Annex 2: Additional Signatures of Support for the Appeal
- Annex 3: Re: The IUCN Application Process and the Admission of the Born Free Foundation as a Union Member
- Annex 4: Reply from IUCN President
- Annex 5: Shooting Animals For Sport
- Annex 6: Born Free Urges MEPs to ban Trophy Hunting Imports into the EU
- Annex 7: March Against Lion Trophy Hunting
- Annex 8: Born Free Foundation Letter Campaigns

Annex 1: References

1. Works Cited

- [1] IUCN SSC, “IUCN SSC Guiding Principles on the Use of Trophy Hunting as a Tool to Create Conservation Incentives (Version 1),” International Union for the Conservation of Nature, Gland, 2012.
- [2] IUCN SULi, “Informing decisions on trophy hunting: A Briefing Paper for European Union Decision-makers regarding potential plans for restriction of imports of hunting trophies,” International Union for the Conservation of Nature, Gland, 2016.

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Annex 2: Additional Signatures of Support for the Appeal

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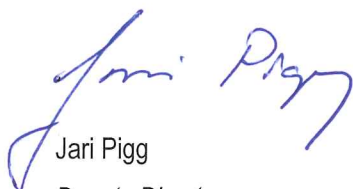
5.10.2016

Mr George Aman
President
International Council for Game and Wildlife Management

Dear Mr Aman

Re: Suomen Riistakeskus Support of the Appeal Against the IUCN Membership of the Born Free Foundation

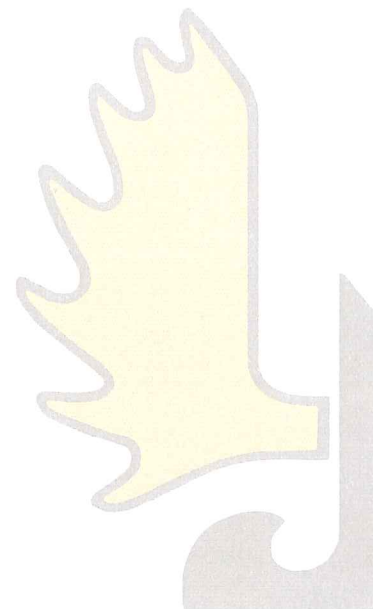
After careful consideration of the appeal documents, Suomen Riistakeskus supports the appeal against the IUCN Membership of the Born Free Foundation. Please include our organisation in the list of supporters of the appeal.



Jari Pigg

Deputy Director

Finnish Wildlife Agency



Mr George Aman
President
International Council for Game and Wildlife Management

Dear Mr Aman

Re: Namibia Nature Foundation Support to the Appeal Against the IUCN Membership of the Born Free Foundation

After careful consideration of the appeal documents, the Namibia Nature Foundation supports the appeal against the IUCN Membership of the Born Free Foundation. Please include NNF in the list of the supporters of the appeal.

Kind regards

A small, square, pixelated image of a handwritten signature in black ink on a white background. The signature appears to be 'Angus Middleton'.

Angus Middleton
Executive Director



**INTERNATIONAL
FUR FEDERATION**

Tel +44 (0)20 3766 0830
wearefur.com

Mr George Aman
President
International Council for Game and Wildlife Management

Dear Mr Aman

Re: Namibia Nature Foundation Support to the Appeal Against the IUCN Membership of the Born Free Foundation

After careful consideration of the appeal documents, the International Fur Federation supports the appeal against the IUCN Membership of the Born Free Foundation. Please include IFF in the list of the supporters of the appeal.

Kindest regards

A handwritten signature in black ink, appearing to read 'Mark Boyle', is written over a light grey horizontal line.

Mark Boyle
Director of Standards, Welfare and Environment
International Fur Federation
Wearefur.com

An International Membership Organisation acting in cooperation with:

American Legend Cooperative Copenhagen Fur Saga Furs Oyj Fur Harvesters Auction Inc.
North American Fur Auctions Auction Company "Sojuzpushina" Limited

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Annex 3: Re: The IUCN Application Process and the Admission of the Born Free Foundation as a Union Member

July 19, 2016. Letter from George Aman (President - CIC); Adrian Lombard (President - IAF); Hanspeter Egli (President - JagdSchweiz); Michl Ebner (President – FACE); Hartwig Fischer (President - Deutscher Jagdverband e.V.); Åke Granström (Deputy Secretary General - Svenska Jägareförbundet); Wieke Edinger (Director of International Affairs - Nordic Hunters' Alliance); John J. Jackson III (President – Conservation Force) to Zhang Xinsheng (President - IUCN) *Re: The IUCN Application Process and the Admission of the Born Free Foundation as a Union Member*

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Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

July 19, 2016

Mr. Zhang Xinsheng

President

IUCN

Re: The IUCN Application Process and the Admission of the Born Free Foundation as a Union Member

Dear Mr. President,

It is with deepest concern and the desire to prevent our Union from being severely harmed that we write to you. The central issue of our letter is the process that led to the admission of the Born Free Foundation (BFF) as a member of the International Union for the Conservation of Nature (IUCN).

We believe that this process suffered from formal inconsistencies and content related shortcomings that have led to far-reaching, uninformed decisions by the Governance and Constituency Committee (GCC) and the IUCN Council. We have detailed our concerns under the headings below, which we feel are sufficiently grave to warrant a full, independent, and transparent investigation of the application process.

1. The Majority of Objections Were Provided in Abridged Form

Existing members have the right to object to a membership application, and 23 member organizations exercised this right in objection to the application of BFF. Objections appear to have been forwarded to BFF as follows:

- On August 20, 2015, the IUCN membership unit contacted BFF regarding one objection relating to BFF's position on zoos and aquaria in particular, quoting large sections of the original objection¹.
- BFF either did not respond to this objection, or this response has not been made available to us.
- On September 7, 2015, the IUCN Membership Unit sent BFF another communication regarding objections from an additional 22 members². However, instead of providing BFF with the original objections in full, or at least quoting large sections of the original objections, the objections were collated into a single tabular and significantly abridged summary, which did not fully convey the original content.

- BFF replied to these objections on September 21, 2015³, which is within the required three-week timeframe specified in Article 17 of the IUCN Regulations.
- On December 8, 2015, the IUCN Membership Unit contacted BFF with additional queries raised by the IUCN Council⁴.
- BFF replied to these queries on February 9, 2016⁵, which is outside of the required three-week timeframe specified in Article 17 of the IUCN Regulations.

The objections in the table appear to insufficiently reflect the details of the objections as they were put forward by the objecting member organizations. For example, the International Council for Game and Wildlife Conservation (CIC) prepared a 3-page objection letter that detailed the importance of sustainable and equitable natural resource use as one of the pillars of conservation; the importance of bushmeat harvesting to livelihoods; and the contribution of trophy hunting to conservation. The CIC expressed its concerns that BFF fundamentally opposes and actively campaigns against any hunting of wildlife, regardless of sustainability. An additional annex contained specific examples. This 3-page letter was reduced to a few short paragraphs and lines that do not convey the original objections adequately. Additionally, none of the examples in the annex were included.

To illustrate the degree of detail that has been lost in the summary, the second paragraph of the objection letter from the CIC reads as follows:

“BFF is in violation of IUCN Statutes Part II (2). In particular, BFF fails to fulfil IUCN Statute Part II, 3(h) and does not convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. The website of BFF includes numerous categorical messages against trophy hunting and the harvesting of bushmeat while the CBD and IUCN regard trophy hunting as likely to contribute to conservation and equitably share the benefits of the use of the resource and regard sustainable use as the second pillar of conservation. The sustainable harvesting of bushmeat is a crucial part of livelihoods, especially in developing countries, and is part of any successful conservation strategy and definitely not a practice to oppose.”

The closest we could find to this paragraph in the objection summary was:

“Violates Statutes Part II (2) and 3 (h). Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting;...”

Not only has significant detail been omitted, but the objection regarding the influence over legal and administrative instruments has not been portrayed correctly. Additionally, the CIC was not the only objecting member to include specific examples and the omission of these is critical. The fact that BFF has not had to justify any of its specific activities and campaigns means that its application for Union membership has been assessed on theoretical positions on general issues rather than what BFF actually does, the campaigns it actively undertakes and the information it actively disseminates to its members and the public.

The omission of all the information provided by each objector in the summary table means that BFF was not able to fully respond to the objections of Union members. It also follows that the GCC and IUCN Council may also not have seen the original objections in full. The IUCN Council is required to consider member objections according to Article 8a of the IUCN statutes. If the IUCN council only considered the objections summary, then they did not consider the member objections appropriately.

It is also noteworthy that in their response dated September 21, 2015³, BFF also describes the objections as overly simplistic. This, however, does not justify BFF’s later description of the objections:

“Moreover, none of the objectors appear to substantiate the fundamental claim that the work of the BFF is in conflict with the statutory objectives and activities of the IUCN. Rather, the use of similar or identical wording in many of the objections would seem to indicate that many of these objections might have been instigated by a coordinated campaign opposing BFF access to the Union, rather than by well-thought-out genuine concerns of each of those members.”

We completely reject this assertion. Member objections were well thought out and well-articulated and contained several examples. They were not part of any coordinated campaign, but reflected the genuine concern of each objecting member that BFF does not share and support the objectives of the IUCN. BFF was also aware that it had received a summary and should have requested the original objections rather than dismissing member objections as poorly thought out.

2. Not all Objections Were Addressed by BFF

The objection forwarded to BFF on August 20, 2015¹ was not replied to or no reply has been provided by the IUCN Council for us to review. In our opinion, the concerns of this objecting member have also not been addressed in subsequent correspondence between BFF and the IUCN. This is not due process. Has this objection been overlooked by BFF, the GCC, and the IUCN council?

In their response to the objections provided in summary format on September 7, 2015, BFF does not appear to have addressed objections relating to its active campaigning against conservation efforts that involve the sustainable use of natural resources. There is no discussion of its membership of SSN, nor is there any response to concerns about BFF’s active opposition to hunting for bushmeat and trophies. Given the number of objections on the grounds of active opposition to sustainable use, it is hard to understand how BFF’s response to these objections was considered adequate without any further clarification of its position on sustainable use and without BFF having to provide written justification of its campaigns in these areas. Unfortunately, it appears as though any objections based on sustainable use have simply been ignored. This is something that should have been addressed by the GCC and IUCN Council. Why was an application approved without all member objections being replied to in writing by the applicant? Why did the council not seek additional assurances about sustainable use in its subsequent correspondence with BFF?

3. BFF’s Assurances are Inconsistent with their Website

The BFF website is an important interface between BFF, its subscribing members, and the public. Several IUCN members cited content on the BFF website in their objections. Of particular concern, was the BFF mission statement where BFF is silent on sustainable use of biodiversity and states that it works to phase out zoos, a clear anti-zoo stance and a clear stance against sustainable trophy and bushmeat hunting.

In contrast to its website, BFF assured IUCN in its first response³ that it is not, in fact, against all zoos, but actually supports the sensible application of *ex-situ* conservation under certain circumstances. The GCC raised this inconsistency in a subsequent letter to BFF⁴ and BFF responded on February 9, 2009⁵ with a further assurance that the views expressed in the earlier response (which it had requested remain confidential) were the current views of BFF. BFF also assured the IUCN that their website was being updated and the new version would portray the position it had stated in its correspondence with the IUCN. BFF recommended that a more modern interpretation of the mission statement is that *“we remain interested in phasing out the modern commercial captivity enterprises known as zoos, which do not hold genuine conservation value but rather serve to entertain human visitors while keeping animals in the wild under natural conditions”*. Unfortunately, this interpretation is still a blanket statement against all zoos.

As of June 9, 2016, the BFF website has still not been updated. Additionally, since writing to the GCC on February 9, 2015, there have been several press releases on the BFF newsfeed that dispute the conservation importance of zoos and continue to argue for the closure of all zoos. A list of these articles has been attached as Annex 2. These press releases indicate that BFF continues to pursue an active anti-zoo agenda contrary to the assurances it provided to the IUCN.

We feel that this raises additional questions over the application procedure. In response to concerns from the IUCN council, BFF promised to update their website. Why were they allowed to become an IUCN member before they did so? Was any assurance sought that the website would actually be updated? Was any timeline agreed upon? Why was the information BFF disseminates to the public and its own members not given greater weight than assurances in correspondence that BFF had requested not be made public? In light of subsequent press releases, are these assurances false?

4. The Response to Objections was not Provided to Objecting Members

The CIC communicated with the IUCN Membership Unit on September 30, 2015 requesting that BFF's responses to their objections be made available⁶. On November 3, 2015, the IUCN Membership Unit advised that that BFF had requested that their response remain confidential⁷. This was on the basis of legal advice and a lack of clarity in the IUCN statutes and procedures. On February 17, 2016, the IUCN Membership Unit advised that the membership application form had been updated to state that objections and other relevant information may be shared, but that this change would not be applied retrospectively to the BFF application⁸. On February 29, 2016, the IUCN Membership Unit advised the CIC that the GCC's position was that they should not release any information to third parties while they are in the process of making decisions on applications⁹.

Any membership process in which an applicant gets to choose to deny providing information to existing members is unusual and raises transparency concerns. While this may well result in a longer and more arduous application process, we feel that this is only likely to occur for controversial appointments where transparency and accountability are of paramount importance to preserve harmony in the Union. While we welcome the change to the application form, we feel that it also needs to be made clear in the procedures that an objecting member has the right to view the response to its objections. The process that led to the admission of BFF as a Union member highlights the importance of this requirement. Had members been able to see the BFF response, the inadequacies in the summary would have been exposed before and not after membership was granted. Objecting members would have been able to highlight which of their objections had simply not been answered and also where the response was inadequate or unconvincing. Members would also have been able to raise further concerns over inconsistencies between BFF's letters and the BFF website. As the IUCN Council is required to consider member objections, we also feel it is important that there is accountability to members that their objections have been considered. We also note that, in general, the best protection the Union has from false assurances from applicants is to make such correspondence available within the Union.

5. Diversity in the IUCN and the IUCN Objectives

In both of its responses, BFF correctly points out that the Union embraces diversity. While diversity is always welcome in the Union, it should take the form of a constructive exchange of views, mutual respect, and working with, rather than against, other members. Diversity does not exempt members from adhering to the Union objectives or allow one member to obstruct the legitimate activities of another member in its pursuit of fulfilling the Union's objectives. Objecting members are concerned that BFF does not merely disagree with animal captivity or hunting in general, but often actively campaigns against legitimate conservation efforts in these areas and encourages its own membership and the general public to do the same. Any activity that obstructs

the fulfilment of the Union's objectives cannot be excused on the basis of diversity within the Union.

As an example, mining companies also work closely with governments, conservation groups, several IUCN members, and other stakeholders in conservation projects and spend significantly more money on conservation than most IUCN members. Should mining companies be allowed to join the Union on the basis of diversity? No. The core purpose of a mining company is not to fulfil the objectives of the IUCN, but to extract mineral resources for profit. Indeed, mining companies might well abuse their membership privileges by influencing policy to advance the agenda of resource extraction at the expense of conservation. Full adherence to the objectives protects the Union from such conflicts of interest.

In an e-mail received by the CIC from the GCC on May 4, 2016¹⁰ regarding BFF's admission as an IUCN member, it was stated that *an important consideration was that IUCN, as a convening platform, should provide space for members that represent the full spectrum about conservation*. In a membership application process where the applicant did not provide a response to a single objection regarding the sustainable use of biodiversity and was not required to justify its stance on specific issues, we are forced to ask: Exactly how much weight was diversity given in the Council's decision? Was an organization that does not seek to fulfil the Union objectives admitted on the basis of diversity? Is a position statement on diversity within the Union required?

6. BFF Funding of IUCN Projects

BFF mentioned that it contributes towards the funding of the IUCN Canid Specialist Group and the full salary of its chair in both of its response letters^{3,5}, and the GCC also acknowledged this funding⁴. We do not consider this necessarily inappropriate, especially as BFF is required to demonstrate involvement in conservation projects as part of the application process. However, we feel that due process has not been followed to an extent which warrants the question of this funding being raised. It is with extreme reluctance, and for the sake of the Union, that we ask: Did BFF's monetary contributions have an undue influence over the application process?

On the basis of the flaws in the application process detailed in this letter and in the interest of preserving transparency and harmony in the Union, we request that a full and independent investigation of the admission of BFF as an IUCN member be undertaken as soon as possible. The purpose of the investigation is to provide an independent conclusion as to the extent the application process was flawed; whether the flaws materially affected the outcome; and whether BFF has sufficiently demonstrated that it meets Union objectives. The investigator should also identify areas where the application process can be clarified or strengthened so that this situation can be avoided in the future. A table of questions that we feel need to be answered has been provided in Annex 3. This is, however, provisional and the investigator should not be limited to this table.

We request the report of the investigation be made available to the IUCN constituency and that the report is presented at the forthcoming IUCN WCC with the possibility of clarifications and discussion. We reserve our right as IUCN members to propose to the Council the suspension or expulsion of BFF in accordance with Art. 13 (c) of the IUCN Statutes and the right to appeal against the admission of BFF in accordance with Art. 10 of the IUCN Statutes pending the investigation report.

We look forward to your reply.

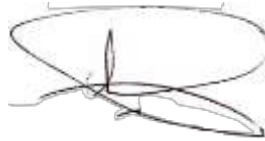
Sincerely,



George Aman

President

International Council for Game and Wildlife
Conservation



Dr. Adrian Lombard

President

International Association for Falconry and the
Conservation of Birds of Prey



Hanspeter Egli

President

JagdSchweiz



Michl Ebner

President

Federation of Associations for Hunting and
Conservation of the European Union



Hartwig Fischer

President

Deutscher Jagdverband e.V.



Åke Granström

Deputy Secretary General

Swedish Association for Hunting and
Wildlife Management



Wieke Edinger

Director of International Affairs

Nordic Hunters' Alliance



John J. Jackson III

President

Conservation Force

Annexes to the Letter:

- Annex 1: Relevant Communications
- Annex 2: BFF Press Releases Since Writing to the IUCN
- Annex 3: Provisional Investigation Questions

Annex 1: Relevant Communications

1. August 20, 2015. Email from Fleurange Gilmore-Bieri (IUCN Membership Officer) to Claudio Sillero (Head of Conservation, BFF). *IUCN Member objection to the admission of Born Free Foundation.*
2. September 7, 2015. Email from Fleurange Gilmore-Bieri (IUCN Membership Officer) to Claudio Sillero (Head of Conservation, BFF). *FW: IUCN Member objection to the admission of Born Free Foundation*
3. September 21, 2015. Letter from Claudio Sillero (Head of Conservation, BFF) to Fleurange Gilmore-Bieri (IUCN Membership Officer). *Re: Born Free Foundation Application for IUCN Membership – Response to Objectors.*
4. December 8, 2015. Letter from Enrique Lanmann (Global Director Union Development Group) to Claudio Sillero (Head of Conservation, BFF). *Ref: The Born Free Foundation's (BFF) IUCN Membership Application.*
5. February 9, 2016. Letter from Claudio Sillero (Head of Conservation, BFF) to Enrique Lanmann (Global Director Union Development Group). *Re: The Born Free Foundation's (BFF) IUCN Membership Application.*
6. September 30, 2015. Email from Tamas Marghescu (Director General, CIC) to Enrique Lanmann (Global Director Union Development Group). *Re: Procedure of membership application, here: Sharing with objecting members the responses to objections by applicants.*
7. November 3, 2015. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re IUCN: Applications for IUCN Membership.*
8. February 17, 2016. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re IUCN: Applications for IUCN Membership.*
9. February 29, 2016. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re IUCN: Applications for IUCN Membership.*
10. May 4, 2016. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re: IUCN Members' admission process and transparency.*

Annex 2: BFF Press Releases since Writing to IUCN

- 25 February 2016 - *Is being born in captivity a conservation victory?* Press release questioning the conservation claims of zoos. BFF's alleged support for some zoos is not mentioned. [http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews\[tt_news\]=2086](http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews[tt_news]=2086)
- 21 March 2016 - *Land of the Lions – The Conservation Claims of Zoos*. Blog post disputing the role of zoos in conservation. BFF's alleged support for some zoos is not mentioned. <http://www.bornfree.org.uk/blog/2016/land-of-the-lions-the-conservation-claims-of-zoos/>
- On 3 May 2016 – *Statement on Dehiwala Zoo, Colombo, Sri Lanka from the Born Free Foundation*. Press release calling for the closure of a Zoo in Sri Lanka. BFF disputes WAZA's claim that the zoo is improving and evolving and that the situation is being monitored. No mention is made of working with WAZA, however BFF would be delighted to work with the Sri Lankan government to close the zoo. [http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews\[tt_news\]=2156](http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews[tt_news]=2156)
- 21 April 2016 (four days after IUCN membership was granted) – *'Should We Close Our Zoos?' – Our Verdict*. Blog post stating that the zoo experiment has failed and that all zoos should be closed. <http://www.bornfree.org.uk/blog/2016/should-we-close-our-zoos-our-verdict/>

Annex 3: Provisional Investigation Questions

Aspect	Investigation
1. The Majority of Objections Were Provided in Abridged Form	<ul style="list-style-type: none"> • Why was a summary considered sufficient? • Who made the decision to use a summary? • Who prepared and who reviewed the summary prior to release to BFF? Did the reviewer also sight the original objections? • To what extent, if any, did GCC and the IUCN Council consider the original objections when assessing the application and how was this documented? • Have the member objections been fully considered in the application process as per Article 8a of the statutes? • Did the fact that BFF did not have to respond to specific examples of its activities and views have a material effect on the application process?
2 Not all objections Were Addressed by BFF	<ul style="list-style-type: none"> • Did BFF respond to the request dated 20 August 2015? If not, why were they allowed to not respond? • Did the Council consider all the objections in the application process and how was this documented? Did the Council consider these objections unimportant? • How did GCC and the Council consider the written objections of member organizations that were not responded to by BFF? • Why did a membership application proceed without a written response to all objections?

Aspect	Investigation
3. BFF's Assurances are Inconsistent with their Website	<ul style="list-style-type: none"> • Why was membership granted before the website was updated? What assurance did the Council obtain that the BFF website would be updated? • Several member objections cited website content. Why did GCC and the Council consider BFF's assurances sufficient, without BFF having to justify specific website content and alignment with the IUCN objectives? • Does the website content including the mission statement and press releases conflict with the assurances BFF provided to the IUCN council? • Why was the information that BFF disseminates to the public and its own members not given greater weight than assurances in correspondence that BFF had requested not be made public? How does the Union protect itself from potentially false assurances? • Does the IUCN need to update its membership procedures to ensure that any promises made during the application process "e.g. a new website" need to be implemented before Union membership is granted?
4. The Response to Objections was not Provided to Objecting Members	<ul style="list-style-type: none"> • Is this lack of transparency justifiable in the Union? • What justification did BFF give for not making its responses public? • Why did the Council choose to honor the request of an applicant organization above the request of existing member organizations who wanted to see BFF's response? • To what extent, if any, did this affect the application process and due consideration being given to member objections? • Would making all correspondence available have improved the application process? • Would making all correspondence available reduce controversy over membership applications? • Would making all correspondence available protect the Union from potentially false assurances?
5. Diversity in the IUCN and the IUCN Objectives	<ul style="list-style-type: none"> • Has diversity been used as an excuse to admit a member that does not adhere to the IUCN objectives? • Is there a need for the Council to issue a clarification statement to members about what form diversity in the Union should take?
6. BFF Funding of IUCN projects	<ul style="list-style-type: none"> • Was BFF funding for projects given undue weight in the application process?

Aspect	Investigation
Overall	<ul style="list-style-type: none"> • To what extent was the application process flawed? • Did the flaws in the application process have a material effect on the decision to admit BFF as a member? • Are the flaws sufficiently grave to conclude that due process has not been followed? • Has BFF fully demonstrated that it complies with the IUCN objectives? • Can any of BFFs active campaigns be considered contrary to Union objectives? • How can the membership procedures and forms be improved to strengthen the application process, enhance transparency and harmony within the Union and protect the Union?

Annex 4: Reply from IUCN President

September 27, 2016. Letter from Zhang Xinsheng (President – IUCN) to George Aman (President - CIC).

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Director General – CEO
International Council for Game and
Wildlife Conservation (CIC)
CIC Headquarters
P.O. Box 82
H - 2092 Budakeszi
Hungary

27 September 2016

Dear Tamas,

I refer to your letter dated 19 July, 2016.

I have looked in detail at the issues you raised and have consulted with the Governance and Constituency Committee, the IUCN Legal Advisor, the Senior Governance Manager and Secretary to the Council, the Membership Unit and the Global Director, Union Development Group.

First and foremost, I would like to emphasize my full and complete confidence in the members of the Governance and Constituency Committee (GCC) who, after a detailed analysis of the application submitted by the Born Free Foundation (BFF), the objections presented by a number of distinguished IUCN Members, the reply presented by BFF, the subsequent set of questions submitted by the GCC after the deferral of the application in October 2015 and the subsequent reply by BFF, decided unanimously to recommend their admission to the IUCN Council. Furthermore, all Council members, myself included, also had access to all the correspondence with BFF and, after a meticulous analysis, decided in April 2016 to admit BFF as a Member of IUCN.

As you are aware, the admission process in existence at the time of the BFF application did not cater for the sharing of any information with non-Council members. I agree that making all correspondence available to objecting Members would improve the application process and, as you are well aware, this has been now incorporated and already applied (i.e. the application by the International Fund for Animal Welfare – IFAW).

Your letter of July 19 requested a “full, independent and transparent investigation of the application process”. While I understand the spirit of your request, this is not contemplated in the IUCN Statutes. As I indicated above, I have full and complete confidence in the members of the Governance and Constituency Committee (GCC) and the decisions they make.

Having said this, Article 10 of the Statutes reads: “*Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations.3 The World Conservation Congress (hereinafter referred to as “the World Congress”), on such an appeal, shall have the right to reverse the Council’s decision by a two-thirds majority of votes cast by each Category of Member eligible to vote.*”

You are within your full right to do so.

With deep appreciation,

ZHANG Xinsheng
President

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Annex 5: Shooting Animals For Sport

Born Free Foundation, “Shooting Animals for Sport,” [Online]. Available:
<http://www.bornfree.org.uk/campaigns/big-cats/in-action/lion-conservation/trophy-hunting/>.
[Accessed 12 09 2016]

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Lion Conservation

- Lions in Ethiopia
- Year of the Lion
- Lion Conservation in Kenya
- Lion Proof Bomas
- West and Central Africa
- Lion Relocation
- Trophy Hunting
- Trade in lion parts

Tiger Conservation

Jaguar Conservation

The killing of Cecil the lion in Zimbabwe in July 2015 by a dentist from Minnesota has generated a great deal of public outrage and concern about the ethics and sustainability of trophy hunting.

Born Free is wholly opposed to the killing of animals for sport or pleasure, whether they are wild-born or bred in captivity. We have been working to bring the brutality of this so-called 'sport' to the attention of policymakers, enforcement bodies, and the public, for many years.

As famed actor Roger Moore stated:

"Hunting is a coward's pastime, and no one has demonstrated that more clearly than the American dentist Walter Palmer, who apparently paid over £30,000 to gun down a lion to add his head to a trophy wall. That wall includes the heads of animals he has shot at close range – with the help of paid facilitators, of course, from all over the world – including a leopard, an elk, a buffalo and even a polar bear, who won't have to wait for global warming to be killed off. We should protect the most vulnerable and helpless in society, not destroy them – much less derive pleasure from doing so."

Our ongoing efforts include attempting to persuade those countries that still allow trophy hunting to restrict or ban the practice. Among African countries, Kenya banned trophy hunting in 1977, and Botswana has recently followed suit. In Central America, Costa Rica introduced a strict ban in 2012. These enlightened countries are showing the way forward.

We also focus on the countries from which most trophy hunters emanate, by calling for tighter restrictions, and ultimately complete bans, on the importation of animal 'trophies'. If hunters can't bring their trophies home, we are convinced that they will be far less likely to engage in expensive trophy hunts.

In the USA, the largest importer of animal trophies, we push for at-risk species to be listed on the Endangered Species Act (ESA) which, among other things, restricts trophy imports. Thanks to our efforts and those of our partner organisations, lions are about to be listed as 'threatened'. However, getting species listed on the ESA can be a long and arduous process, so we have also been at the forefront of developing and promoting the Conserving Ecosystems by Ceasing the Importation of Large (CECIL) Animal Trophies Act, which will extend import and export prohibitions to sport-hunted species that have been proposed for listing, but are not yet listed under the ESA. The CECIL Act had its first reading in the US Senate in August 2015.

A large number of trophy hunters also come from EU countries. Some 117,000 animal trophy items derived from around 140 species were legally imported into the EU from 2004 to 2013. The most common species was the African elephant (14,666 items), followed by hippopotamus (14,205) and American black bear (12,077). Significant numbers of specimens derived from leopards (4,016), African lions (3,308) and white rhinos (1,270) were also imported into EU countries. While these numbers do not necessarily equate to individual animals, nevertheless they indicate the huge scale of the problem.

We are working with the European Commission and EU member States to ban trophy imports, or at the very least to persuade the authorities to strictly apply their own rules relating to threatened species. Those rules require importing EU countries to establish that trophy hunts do not damage wildlife populations, and for the most endangered species, that they actually enhance conservation. In the firm belief that trophy hunting has no conservation benefit, and in most cases is harmful to conservation, we believe that by strictly applying its existing rules, the EU will not be able to issue permits to allow hunters to bring their trophies home. In November 2015 France announced it would ban the import of lion trophies.

We are also calling on transport companies to stop transporting animal trophies. To this end we have written, both directly and jointly with other groups, to a wide range of airlines, international couriers, and shipping companies urging them to adopt or strengthen restrictions on trophy carriage. Kenya Airways have shown the way forward, working with Born Free to promote ethical policies.



Shot by a hunter (c) Campaign Against Canned Hunting Inc South Africa

Lastly, we are working to end to the appalling 'canned hunting' industry in South Africa, which intensively breeds lions and some other wild animals in terrible conditions to be released into enclosed areas and shot by so-called 'hunters'. Currently, in South Africa, far more lions live in captivity — often on game ranches — than remain in the wild; according to the South African government there are at least 6,000 lions in more than 200 captive breeding facilities in the country, compared to an estimated 3155 wild and managed wild lions. These captive bred animals are commercially exploited throughout their lives; unwitting volunteers pay to help hand-rear cubs, unsuspecting tourists are encouraged to participate in photographic and 'walking with lions' opportunities, and ultimately the trophy hunters pay for the privilege of killing them in their canned hunting enclosures. Even after they have been killed, the exploitation continues through the sale of bones and other body parts into international trade, which feeds a growing demand that threatens to incentivise wild lion poaching. We are appealing to the South African authorities to ban this cruel practice, and we hosted the launch of 'Blood Lions', a disturbing but compelling film exposing the industry, at both the European Parliament in Brussels and at London's Royal Geographic Society in November 2015.

At Born Free we absolutely reject the argument put forward by hunters that trophy hunting is a sustainable conservation tool, or that it generates significant income for conservation. Instead, we promote compassionate solutions to conservation challenges, which encourage the development of sustainable and non-consumptive opportunities to generate income from wildlife while implicitly respecting and protecting the inherent value of individual wild animals and the natural world.

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Annex 6: Born Free Urges MEPs to ban Trophy Hunting Imports into the EU

Born Free Foundation, “Born Free Urges MEPs to Ban Trophy Hunting Imports into the EU,” 2016 February 9. [Online]. Available: http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews%5Btt_news%5D=2077. [Accessed 12 09 2016].

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9 February 2016

Categories: [Homepage News](#), [Big Cats Campaign News](#), [Wildlife Trade News](#)**UK MEP launches Written Declaration calling for EU to take action**

The Born Free Foundation is urging European politicians to support calls to ban the import of animal trophies into the European Union by signing a new [Written Declaration](#).

West Midlands MEP Neena Gill - backed by 18 other cross-Party MEPs - has tabled the Written Declaration in the European Parliament urging the European Commission and the 28 European countries to tighten the rules on the import of wildlife trophies into the European Union. To raise awareness of this crucial issue, Ms Gill is also hosting a high-profile meeting at the European Parliament on 24th February 2016 where leading conservationists and policymakers will discuss current and potential future EU policy on trophy hunting.



Public concern about the impact of trophy hunting has been growing following the killing of Cecil the lion by an American dentist in Zimbabwe in July 2015. Born Free - which has been working to bring the brutality of trophy hunting to the attention of the public, policymakers and enforcement bodies for many years - is contacting MEPs from all EU countries to urge them to sign up in support of the proposed greater trade restrictions. It is also encouraging the public to contact their local MEP to ask them to sign the Written Declaration.

Born Free Foundation President, Will Travers OBE, said: *"On average, an African elephant is illegally killed every 15 minutes. There may only be 20,000 lions left in the whole of Africa. Almost 2,000 rhino were poached in South Africa alone in 2015. And yet it is possible for a tiny, wealthy elite to travel to Africa and kill hundreds of elephants, lions and rhinos - the world's rarest and most iconic wild animals - LEGALLY, AND FOR 'FUN'! Trophy hunters rob the rest of us of our shared wildlife heritage and it is time for a practice that leaves a bloody stain on our civilisation to end. The European Union can lead the way and I urge Members of the European Parliament to show that leadership by supporting Written Declaration 0003/2016. Born Free supporters and the great majority of compassionate citizens around the world say it is time to 'Put Down The Gun!'"*

Daniel Turner, Programmes Manager for Captive Wild Animals and Policy at Born Free said: *"We are urging MEPs to support this Written Declaration, in order to demonstrate support from the Parliament to curb trophy hunting. Whilst the restriction of trophy imports will not directly stop the issuing of permits by source nations to shoot iconic animals such as lions, elephants and rhinos for 'fun', they will make it far more difficult for a European hunter to bring his or her trophy back. This will put massive downward pressure on the whole industry. EU countries imported almost 120,000 trophy items in the decade to 2013, and we must act now or risk losing our wonderful wildlife."*

Neena Gill, Labour MEP for the West Midlands, added: *"Trophy hunting is a cruel and cynical business. The European Commission and EU Member States should follow their own rules which demand that trophies from threatened species should not be imported unless a positive conservation benefit can be demonstrated and verified. Imports of trophies from canned hunts should be banned immediately."*

The EU is a major importer of wildlife trophies. Between 2004 and 2013, more than 117,000 animal products identified as hunting trophies were legally imported into the EU. Spain, Germany, France and Italy import the majority of trophies. Individual EU countries are already taking action. In November 2015, France announced it was banning the import of lion heads, paws and skins by trophy hunters.

The meeting *Trophy Hunting and the EU* on 24th February will be held at the European Parliament and will be attended by representatives from European and African governments, and leading conservationists, as well as representatives from Born Free.

A Written Declaration represents a statement of policy intent that MEPs want to see adopted by the European Parliament. To succeed, a Written Declaration needs the support of at least 367 MEPs, the majority of the Parliament, within a three-month period from its entry into the register. If successful, the request is published and forwarded to the EU Institutions named in the text, together with the names of

the signatories.

Written Declaration 0003/2016 'On Trophy Hunting' calls on the European Council and Commission to "examine the possibility of restricting all trophy imports, to ensure proper implementation of the rules by Member States, and to persuade countries that are issuing permits to trophy hunters without due consideration for the impacts of trophy hunting on conservation and animal welfare to discontinue this practice". MEPs have until 18th April 2016 to support the Declaration.

Born Free has also produced a [short video message by Neena Gill](#) in support of the Declaration.

Image: © Born Free Foundation

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Annex 7: March Against Lion Trophy Hunting

Born Free Foundation, “March Against Lion Trophy Hunting,” [Online]. Available: <http://www.bornfree.org.uk/get-involved/past-events/march-against-lion-trophy-hunting/>. [Accessed 12 09 2016].

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Campaign Action

Events

Past Events

- Year Of The Lion Open Day
- Why the rhino horn trade ban needs to stay
- Pride in the Park 2016
- Birmingham Wildlife Festival
- Taj Hotel Event
- Born Free 50th Anniversary Royal Screening in Monaco
- March Against Lion Trophy Hunting
- Gary Hodges: Heart&Soul Exhibition
- Golden Years Premiere
- Out of Africa
- A full house for Blood Lions premiere
- Comedy Wildlife Award
- Service of Celebration
- Kuoni Sponsored Walk
- Go Wild Golf 2015
- Empty the Tanks
- Pride in the Park 2015
- Hay Festival
- Wildlife in Crisis
- Goodwood House
- Wildworks Art Exhibition
- Kenya Celebration
- Wild Night at the Movies
- Changing Face of Rhino
- Gala Dinner
- Wild&Live

Fundraising

Running

Challenges

Holidays

Wildlife Poetry

Competitions

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On Saturday, 30th April, over 800 people took to the streets of London for a protest march against lion trophy hunting.

The event was organised by a coalition of wildlife protection charities consisting of Born Free Foundation, IFAW, Lion Aid, Four Paws & Save Me.

The march started in Cavendish Square Gardens with speeches from Mark Jones (Born Free), Chris MacSween (Lion Aid) & wildlife protection campaigner & broadcaster Anneka Svenska. Making it's way down Oxford & Regents Street across Piccadilly Circus & Leicester Square to Trafalgar Square, the march halted outside of the South African Embassy. At this point Dominic Dyer (Born Free) led the crowd in calling on the South African Government to shut down the canned lion hunting business in South Africa and to support calls for the up listing of lions to the most endangered species status commercial trade in lions and parts and products derived from them to be banned at the upcoming CITES conference in South Africa in September.

Leaving the South African Embassy, the march carried on down Whitehall to Downing Street. Speaking from a stage opposite Downing Street, the founder of the Born Free Foundation, Virginia McKenna OBE, addressed the crowd with a moving & passionate speech about why we must stand up to protect Africa's remaining wild lions and why all hunting of these beautiful & majestic animals must cease.

Following Virginia's speech Pieter Kat from Lion Aid, actor James Cosmo, Jean Lambert MEP & Dominic Dyer from the Born Free Foundation all took to the stage calling for greater protection of lions & the end of trophy hunting. Musical entertainment was also provided by the singer songwriters Rumur and Duke.

Following the speeches Virginia McKenna heading led a delegation of representatives from all the supporting charities into Downing Street to deliver a letter for Prime Minister David Cameron calling for a stop to all lion trophy imports into the UK.

The letter (which was also printed in the Times) was supported by leading scientists, conservationists & public figures including Professor Stephen Hawking, Dr Jane Goodall, Brigitte Bardot, Joanna Lumley, Paul O'Grady & Dr Brian May.



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Annex 8: Born Free Foundation Letter Campaigns

Born Free Foundation, “Born Free Foundation Letter Campaigns,” [Online]. Available: <http://www.bornfree.org.uk/get-involved/campaigning/letter-writing/>. [Accessed 12 09 2016].

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The Born Free Foundation is urging European politicians to support calls to ban the import of animal trophies into the European Union by signing a new Written Declaration.

The EU is a major importer of wildlife trophies. Between 2004 and 2013, more than 117,000 animal products identified as hunting trophies were legally imported into the EU. Spain, Germany, France and Italy import the majority of trophies. Individual EU countries are already taking action. In November 2015, France announced it was banning the import of lion heads, paws and skins by trophy hunters.

How to write your MEP

You can write to your MEPs very easily by visiting: <https://www.writetothem.com/>

You'll need to enter your postcode.

Then select MEPs

Then select 'Write to all your MEPs'

You will then be able to fill in your letter with your details.

Content of letter

Please specify to your MEP that you want them to support written declaration 0003/2016 by April 18th

Since 2012, the UK Government had promised that it would introduce a ban on the use of wild animals in travelling circuses by the end of 2015. But 2015 came and went and we are sorry to confirm that the Government broke that promise. The animals remain in the big top to this day.

The Born Free Foundation is now calling upon all supporters to take a few moments to write to Prime Minister, David Cameron, to demand immediate action in 2016.

You might like to highlight the following points in your letter or email but do feel free to add your own thoughts too:

- The Prime Minister's previous Government made a commitment in March 2012 to bring in a ban on wild animals in travelling circuses in England and repeatedly confirmed its commitment since then.
- Draft legislation to ban has already been introduced in Parliament. This legislation is not considered to be controversial, has the overwhelming support of Parliamentarians, and could progress quickly through Parliament.
- There is strong public support for a ban which would be a quick and easy "win" for this Government.
- Any delay in bringing in a ban in England could reduce the chances of bringing in bans in Wales, Scotland and Northern Ireland.
- Leading animal protection organisations including the Born Free Foundation, RSPCA, the Captive Animals' Protection Society, and the British Veterinary Association are all agreed that a ban is long overdue.

Template letter:

Dear Mr Cameron,

In 2012, your government promised that the use of wild animals in travelling circuses would be banned in England by the end of 2015. The end of the 2015 parliamentary session has now come and gone and the promised ban has not been made into law. The animals spent another Christmas and New Year in

the big top. 94.5% of the general public who responded to the 2010 government consultation on this issue support an outright ban. A large number of Parliamentarians support the initiative. Every one of the UK's major animal welfare organisations support a ban.

I implore you to ensure that the ban on the use of wild animals in travelling circuses is given priority at the earliest opportunity and that it is introduced, as promised, as soon as possible in 2016.

Yours Sincerely,

[YOUR NAME]

Follow the link to send your email: <https://email.number10.gov.uk>

Or write to him:

The Prime Minister
10 Downing Street
London
SW1A 2AA

NB. If you wish to help Born Free's ongoing work on captive wild animals, please consider making a [donation to assist our Zoo Check campaign](#)

Virginia Lukeima

Virginia

NB. If you wish to help Born Free's ongoing work on captive wild animals, please consider making a [donation to assist our Zoo Check campaign](#)

SAVE YUPI THE POLAR BEAR

Yupi is a female polar bear who was brought to Morelia Zoo in Mexico in 1992 at just a few months old. She came from the wilds of Alaska as an orphaned cub after her mother was killed.

When Yupi arrived at Morelia Zoo, she was placed in a very small and barren concrete enclosure. Additionally, Yupi is held in a small holding pen for approx. 17 hours every day with no natural daylight. Yupi's daily regime is routine and predictable, with little environmental enrichment or stimulation. There have been some small steps taken by the zoo recently, following public concerns, such as the introduction of a small sand pit and a little shade. However, polar bears require large spaces and a complex natural terrain, giving them choice and control over their daily lives.

Morelia Zoo is located in the central part of Mexico, which means that Yupi is exposed to a tropical climate, with temperatures remaining high throughout the year, dramatically different to the cold climate of Alaska.

Polar bears are not physically adapted to live in hot climates. Under their thick fur their skin is black, facilitating the retention of heat from the sun; therefore polar bears can easily become overheated, particularly in alien, hot climates.

Yupi is about 20 years old; however polar bears can live for 30 years, so she may still have quite a few years ahead of her. Please contact the Director of Morelia Zoo, the Municipal Mayor and Governor of Michoacan, expressing your concerns that Yupi's confinement is unacceptable and that she should be relocated to a better facility in a more appropriate climate.

Zoo Director:

Director del Zoológico de Morelia
Parque Zoológico Benito Juárez
Calzada Juárez s/n col. Felix Ireta
Morelia, Michoacán
MEXICO
Email: zoomorelia@michoacan.gob.mx



Mayor of Morelia:

Ing. **Alfonso Jesús Martínez Alcazar**
Ayuntamiento de Morelia
Allende 403 Col. Centro
C.P. 58000
Morelia, Michoacan
MEXICO
Email: presidencia@morelia.gob.mx

Governor of Michoacan State:

Ing. **Silvano Aureoles Conejo**
Gobierno del Estado de Michoacán
Palacio de Gobierno 1er. Patio Planta Alta,
Av. Madero Poniente # 63, Centro, C.P. 58000.
Morelia, Michoacán
MEXICO
Email: contacto@michoacan.gob.mx

Don't forget, be courteous and persuasive – being rude or confrontational could have a negative effect!

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October 14, 2016

NOTICE OF APPEAL OF IUCN MEMBERSHIP APPLICATION DENIAL

TO: Enrique J. Lahmann, Ph.D.
Global Director, Union Development Group
Director, World Conservation Congress
IUCN (International Union for Conservation of Nature)

VIA ELECTRONIC MAIL: enrique.lahmann@iucn.org

Dear Dr. Lahmann:

The Animal Legal Defense Fund (ALDF) and the following ten voting members of the IUCN hereby submit ALDF's timely¹ appeal of the denial of ALDF's membership application pursuant to Article 10 of the IUCN Statutes and Regulation 19, and request a hearing on the matter on the earliest possible date:

- 1) Environmental Law Institute;
- 2) Natural Resources Defense Council;
- 3) International Primate Protection League;
- 4) Born Free Foundation;
- 5) Global Center for Environmental Legal Studies at the Elizabeth Haub School of Law at Pace University;
- 6) Environmental Law Program at the William S. Richardson School of Law at University of Hawai'i at Manoa;
- 7) Biofutura;
- 8) Project Jonah Australia;
- 9) Australian Marine Conservation Society; and
- 10) Asia Pacific Center for Environmental Law at the National University of Singapore.

ALDF incorporates its previously-submitted membership application materials and communications with IUCN herein by reference in their entirety, which demonstrate in detail the extent to which ALDF has committed itself to biodiversity and conservation throughout its 30-

¹ "[T]he deadline for making appeals under Regulations 19 and Article 10 of the Statutes (the latter requiring the appeal to be made by 10 IUCN Members eligible to vote) would be 15 October 2016." See e-mail from Dr. Enrique Lahmann, Director, IUCN World Conservation Congress, to Carney Anne Nasser, Senior Counsel for Wildlife and Regulatory Affairs, Animal Legal Defense Fund (June 16, 2016).



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year history. ALDF's documented commitment to wildlife conservation has been significant enough for the organization to be approved for attendance at, and participation in, the Convention on International Trade in Endangered Species (CITES) 17th Conference of the Parties (COP) in Johannesburg, South Africa by the U.S. Fish and Wildlife Service and the CITES Secretariat and for numerous previous CITES COP meetings. ALDF's recognized commitment to wildlife conservation over the past three decades is similarly substantial enough for membership status with the IUCN.

IUCN is ostensibly about creating a marketplace of ideas to further global conservation and biodiversity initiatives. IUCN touts itself as the “the world’s largest and most diverse environmental network,” composed of “diverse stakeholders” whose “knowledge base and diverse membership make IUCN an incubator and trusted repository of best practices.”² In its description, IUCN uses “diverse” no less than three times in one page to describe the composition of its membership. It also claims to provide a “neutral forum.” It is misleading and disingenuous for IUCN to hold itself out as a union that embraces diverse points of view, or neutral viewpoints, while rejecting an organization like ALDF that has a documented history of participation in wildlife conservation and rescue. It further defies the IUCN’s claims of content neutrality when it rejects an organization such as ALDF. IUCN should facilitate a marketplace of ideas, and ALDF’s commitment to wildlife conservation, furthering biodiversity, and curtailing environmental degradation demonstrate that the organization’s values fit very squarely into the alleged objectives and values of the IUCN. Indeed, among the IUCN’s stated strategies for achieving its enumerated objectives are the representations that it “provides a *forum for discussion* of conservation issues, including their scientific, educational, *legal*, economic, social and political dimensions at global, regional, *national and local levels*”³ and that it “assists in the development of mechanisms for *debating* and resolving international environmental issues.”⁴ There can be no such “debating” if the IUCN stifles diverse approaches for achieving stated objectives.

ALDF has established itself as a leader in interpreting and applying the United States’ federal Endangered Species Act for the protection and conservation of captive and wild endangered and threatened animals as our precedent-setting legal work has indicated.⁵ ALDF shares and supports the IUCN’s purported objectives relating to conserving the integrity and diversity of nature. ALDF has a “substantial record of activity” in the conservation of natural resources, namely wild and endangered species. ALDF’s body of work unequivocally demonstrates the organizations priority on, and commitment to, the conservation of natural resources and sustainable ecology. Indeed, on top of ALDF’s significant body of legal work which alone illustrate its suitability for IUCN membership and

² *About IUCN*, <https://www.iucn.org/secretariat/about> (last accessed 14 October 2016).

³ IUCN Statutes, Part II.3.e (emphases added).

⁴ *Id.*, Part II.3.j (emphases added).

⁵ *See, e.g., Two Imperiled Lions—Jonwah and Njjarra—Receive Critical Veterinary Care*, <http://aldf.org/press-room/press-releases/two-imperiled-african-lions-jonwah-and-njjarra-receive-critical-veterinary-care-after-rescue-from-iowa-zoo/>.



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commitment to IUCN objectives, ALDF has taken its commitment even further by establishing its headquarters as an eco-friendly, carbon-neutral building, outfitted with solar panels and other energy-efficient and environmentally-conscious measures in recognition of the reality that environmental protection and wildlife conservation are inextricably intertwined.⁶

Not every single voting member of IUCN has identical approaches to conservation. On the one hand, there are voting members such as Safari Club International, a trophy hunting organization. On the other hand, there are organizations like Born Free Foundation, which “works to phase out zoos” and—like ALDF—“rescue[s] animals from lives of misery in tiny cages” and ensures that they receive “lifetime care.”⁷

ALDF’s specific expertise in the field of protection of endangered species is a testament not only to ALDF’s commitment to the principles and objectives of IUCN, but to the value that its wildlife experts may add to the union’s conservation discussions.⁸ We look forward to a more detailed discussion about ALDF’s suitability for IUCN membership during our appeal hearing. Please advise me of the hearing date at your earliest possible convenience via email (cnasser@aldf.org) or telephone 01+504+274+9381. Thank you.

Sincerely,

Carney Anne Nasser, Esq.
Senior Counsel for Wildlife and Regulatory Affairs
Animal Legal Defense Fund
525 East Cotati Avenue
Phone: 504.274.9381
Email: cnasser@aldf.org

cc: Prof. David N. Cassuto <dcassuto@law.pace.edu>; GILMOUR-BIERI Fleurange <fleurange.gilmour@iucn.org>; DE WEVER Luc <Luc.DEWEVER@iucn.org>; IUCN Membership <MEMBERSHIP@iucn.org>

⁶ See Animal Legal Defense Fund Opens New Eco-Friendly Office in Cotati (July 18, 2016), available at <http://aldf.org/press-room/press-releases/animal-legal-defense-fund-opens-new-eco-friendly-office-in-cotati/>.

⁷ See Born Free Foundation Mission Statement, available at <http://www.bornfree.org.uk/about-us/mission-statement/> (most recently accessed on 14 October 2016).

⁸ See, e.g., Carney Anne Nasser, *Welcome to the Jungle: How Loopholes in the Federal Endangered Species Act and Animal Welfare Act are Feeding a Tiger Crisis in America*, Albany Gov’t Law Rev. Vol. 9, Issue 1 (Apr. 22, 2016), available at <http://www.albanygovernmentlawreview.org/Articles/Vol09-1/5.pdf>.



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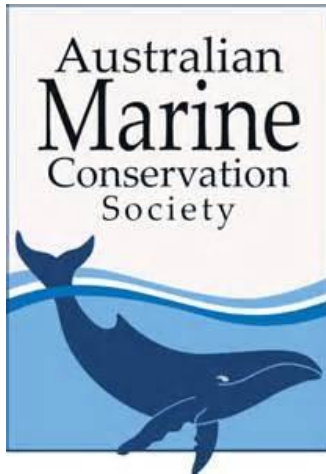


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Darren Kindleysides, Director
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/s/ M. en D. Angel Daen Morales Garcia
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Annex III - Process undertaken for the consideration of the applications by the Born Free Foundation (BFF) and the Animal Legal Defense Fund (ALDF) for membership of IUCN

Chronology prepared by the Secretariat for the information of the IUCN Council

Before detailing the process undertaken to consider the applications from BFF and ALDF, it would be good to remember that the application and admission process for any organization/institution interested in becoming an IUCN Member is regulated by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

One of the functions of the IUCN Council is to admit Members [Statutes Art. 46(i)]. Deadlines for membership applications are 31 March, 30 June, 30 September and 31 December of each calendar year (Regulation 12). Finally, any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations (Statutes Art. 10).

Milestones:

30 June 2015

Membership applications from BFF and ALDF were received by the Secretariat, together with 16 other applications. All applications were reviewed by the Secretariat using the assessment form approved by Council. Applications and assessment forms for BFF and ALDF are available through the following links ([BFF](#) & [ALDF](#)).

6 August 2015

All applications were circulated to IUCN Members, as required by Regulation 14. IUCN Members with voting rights had 4 weeks to submit an objection, i.e. until 8 September 2015, as stated by Regulation 15.

8 September 2015

25 objections on the application from ALDF and 24 objections on the application from BFF were received.

A summary of the objections was communicated to the applicants. Following established practices, the names of the objectors were not made available to BFF and ALDF. According to Regulation 17, these two applicants had 3 weeks to provide counter-arguments to the objections.

A synthesis of the objections and concerns received is available in Annex IV. The full content of the objection/concern letters from Members and replies received from the two applicants is also under Annex IV.

28 September 2015

Both applicants provided a detailed reply (available in Annex IV). Some of the Members that objected to the applications requested access to the replies from BFF and ALDF. The Secretariat sought guidance from the Governance and Constituency Committee of Council (GCC) and the IUCN Legal Adviser on whether the replies from the applicants could be shared with the objectors. The practice at that time was that replies were considered by GCC and Council when deciding on the admission request and, therefore, were not shared with the objectors. GCC ruled that, providing that the applicants agreed, their replies could be shared. ALDF granted the request, but BFF did not. Objecting Members expressed their disappointment indicating that, in their opinion, this attempted against the transparency of the process. GCC indicated since this had been the

practice followed in all previous cases where there have been objections and it was not appropriate to change the procedure half way through the process¹.

September – October 2015

Due diligence process was undertaken by the Secretariat. The relevant Regional Offices and National Committees were consulted, as well as Simon Stuart, who, at that time, was Chair of the Species Survival Commission. Their feedback is available as Annex V.

Simon Stuart was consulted because as Chair of SSC and the IUCN SSC Canid Specialist Group (CSG), he had good knowledge about BFF since they had supported the office of the CSG since 1995 and funded the salary of the CSG Chair in full since 2003.

19 to 21 October 2015

The GCC went through the complete BFF and ALDF files, at its 6th meeting on 20 October 2015. By “complete files” it is meant: the application forms and its accompanying documents (endorsement letters, statutory documents, financial reports, assessment form completed by the Secretariat), all the objection letters received, a summary table of the objections, the applicants’ replies to the objections and the feedback collected through the due diligence process. The GCC recommended to the 87th Council meeting to **defer** the decision on the two applications until additional information was received from the applicants. GCC prepared a questionnaire and asked the Secretariat to contact BFF and ALDF. Council approved that recommendation on 21 October 2015.

December 2015

The Secretariat contacted the two applicants to seek clarification from them on the specific issues raised by GCC. Detailed replies were received from the two applicants in January/February 2016. The letter that was sent and the reply from the applicants are available in Annex VI.

11 - 13 April 2016

The complete files, as stated above, the request for additional clarifications sent by the Secretariat in December 2015 and the responses from the applicants were considered again by the 7th GCC on 11 April 2016². After a thorough analysis and discussion, GCC recommended unanimously to the 88th Council meeting to **approve the application from Born Free Foundation** and to **reject the application from the Animal Legal Defense Fund**. Council unanimously agreed with GCC’s recommendations on 13 April 2016:

- The rationale to admit BFF was because Council felt BFF has made positive contributions to conservation and that, as a convening platform, it was important, and enriching IUCN, to have a wide range of Members with different opinions within the Union, provided they align with IUCN’s Mission and Vision.
- The rationale to reject ALDF’s admission was because the organisation was unable and unwilling to inform the IUCN Council of the policies they follow as an organisation³. Council was therefore unable to determine their alignment to the IUCN

¹ Following GCC and the Legal Adviser’s recommendations, the membership application form was amended in March 2016 to include the following statement “*The application and other related documents (except financial information), including the reply from the applicant, may be shared with the relevant IUCN National/Regional Committee and other IUCN constituents as part of the due diligence process.*”

² Full Council document is available in the [Union Portal](#).

³ Extract from ALDF letter received on 28 January 2016: “*In your 8 December letter, you asked about the publication of ALDF’s “official policies.” In response, we wish to explain that, while ALDF wears multiple “hats,” our role as lawyers and litigators precludes the publication of official policies. As litigators, ALDF has traditionally represented, and will continue to represent a broad array of clients with diverse backgrounds, missions, goals, policies, etc. In order to be able to advise and represent such a diverse clientele, ALDF does not have policies. Rather, in a given lawsuit, ALDF, as the attorney,*

objectives, which is a fundamental element of the criteria for acceptance as a Member (Article 7 of IUCN Statutes).

15 April to 8 June 2016

As per standard practice following the Council decisions on membership admissions, all IUCN Members were informed of the decision adopted by the IUCN Council to admit 22 new Members, including BFF, immediately after the April Council meeting. At the same time, in a separate communication, ALDF was informed of the Council's decision to reject their application. The rejection of ALDF's application was communicated to Members as part of the complete text of the Council decisions on 8 June 2016.

2 May 2016

A letter from the International Council for Game and Wildlife Conservation (CIC) was received requesting to receive the replies to the objections from the applicants. Their letter and reply from the Secretariat is available in Annex VII.

14 June to 19 July 2016

On 14 June 2016, a letter was received from the World Association of Zoos and Aquariums (WAZA) indicating their concerns about BFF's admission. The same concerns were expressed by the European Association of Zoos and Aquaria (EAZA) in a letter received on 29 June 2016. On 19 July 2016 a letter was received from the International Council for Game and Wildlife Conservation (CIC) to raise the same concerns, as well as claims with regards to what in their opinion were inconsistencies and lack of transparency of the admission process. All this correspondence is available in Annex VII.

26 July 2016

Following letters received from some IUCN Members, BFF was reminded that they had promised in February 2016 to launch their new website reflecting the views explained in their reply to the objections received in 2015 and to no longer state that "*BFF wants to phase out zoos*", which was one of the main concerns raised by IUCN Members in their letters. BFF has been reminded several times about that but to date (December 2016), their new website still has not been launched. The Secretariat recently asked BFF if they could send some explanation as to when their new website would be launched and as to what would be the content. BFF's new CEO in place confirmed the following to IUCN on 23 November 2016 "*Our new website is due to launch in early 2017, and while, in principle, we would be willing to look at some of the specific language as part of the overall editing process for the new website, we are concerned by your statement to the effect that "a number of IUCN Members approached us during the recently held World Conservation Congress asking for an explanation as to why BFF has not yet fulfilled the assurances made during the application process."*

The full letter is available in Annex VIII.

1-10 September 2016

BFF participated in the IUCN World Conservation Congress with 1 delegate.

13 October 2016

An appeal, available as Annex I, was received from the International Council for Game and Wildlife Conservation (CIC) and 13 other IUCN Members against Council's decision to admit the BFF. The Secretariat has informed these Members and BFF that the matter will be discussed during the next Council meeting in February 2017.

represents the relevant policies of the client. In handling litigation, ALDF is often more in the role of law firm rather than advocacy organization. We hope that responds to your multiple questions regarding official policies".

14 October 2016

An appeal, available as Annex II, was received from ALDF and 10 IUCN Members against Council's decision to reject the membership application of ALDF. The Secretariat has informed ALDF and these Members that the matter will be discussed during the next Council meeting in February 2017.

26 October 2016

IUCN Council was informed about the appeals and required to decide whether to table this by e-mail correspondence or at the next Council meeting in February 2017. 32 Council members confirmed that they were in favour of discussing this at the next meeting.

In February 2017 Council will have to consider which one of the following two options it wishes to pursue for each appeal:

- a. To refer the appeal to the 2020 Congress; or
- b. To submit the appeal to an online consultation followed by an electronic vote of the IUCN membership in conformity with Regulation 94.

The Statutes and Regulations do not provide more detail about the procedure for handling such appeals other than:

- *“The World Conservation Congress [...], on such an appeal, shall have the right to reverse the Council's decision by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.”* (Article 10 of the Statutes)
- *“All matters within the competence of the World Congress may be decided by mail ballot. Such a mail ballot shall take place at the request of the Council or at least one fifth of the total voting rights of Members eligible to vote in either Category A or in Categories B and C combined.”* (Article 94 of the Statutes)

23 November 2016

Letter from William Travers, President & CEO The Born Free Foundation replying to our numerous requests about BFF's website (for more details refer to section above “26 July 2016”).

12 December 2016

E-mail from ALDF asking for a meeting with IUCN President during the next Council meeting.

19 December 2016

After consulting with the President, IUCN sent a reply to ALDF to clarify that it is not up to IUCN Council to decide on the merits of the appeal but up to IUCN Members. Enrique Lahmann remains available for a call with ALDF for further clarification and will share the outcome of the discussion with the President and Council.

20 December 2016

BACKGROUND INFORMATION ON OBJECTIONS RECEIVED ON MEMBERSHIP APPLICATIONS SUBMITTED BY 30 JUNE 2015 AND CIRCULATED TO IUCN MEMBERS ON 6 AUGUST 2015

25 objections have been received on the membership application from:

- Animal Legal Defense Fund, United States of America

24 objections have been received on the membership application from:

- The Born Free Foundation, United Kingdom

The content of the **objections** is stated [below](#). A synthesis of the objections is available on the next page.

Concerns, to be considered as non-official objections, were also received by 2 IUCN Members and also from a non-IUCN Member organization (IWMC World Conservation Trust – CITES representatives). These concerns are described [below](#).

The content of the objections was communicated to the applicants, which had 3 weeks to provide a **reply** (28 September 2015), according to [Regulation 17](#).

- The **Born Free Foundation's reply** is available [below](#).
- The **Animal Legal Defense Fund's reply** is available [below](#).

To view the membership applications, the assessment form completed by the Secretariat, the statutory documents or the endorsement letters submitted by IUCN Members in order with the payment of their dues, click on the relevant link below:

1. The Born Free Foundation, United Kingdom

- ✓ [Membership application and assessment form](#)
- ✓ [Statutory documents](#)
- ✓ [Letters of endorsement](#)

2. Animal Legal Defense Fund, United States of America

- ✓ [Membership application and assessment form](#)
- ✓ [Statutory documents](#)
- ✓ [Letters of endorsement](#)

Synthesis of objections received against the membership applications from the Animal Legal Defense Fund and the Born Free Foundation

	Received from	Member ID	Objecting to	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary
1	Loro Parque Fundación	NG/24658	Born Free Foundation	Article 7 (d)	the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN	IUCN recognises and endorses the conservation role of zoos and aquariums and the Born Free Foundation is fundamentally against such institutions. BFF pursues objectives and carries out activities that conflict with the objective and activities of IUCN.
			Animal Legal Defense Fund			ALDF has a 'clear animal rights agenda that would clash with IUCN's work in several areas (e.g. ...'bred in the misery of zoos'... see ref to their website).
2	Inuit Circumpolar Council, Canada	IN/874	Born Free Foundation			Actions of animal rights organisations have profoundly harmed Inuit communities in the past.'
			Animal Legal Defense Fund			
3	European Association of Zoos and Aquaria	IN/24785	Born Free Foundation	Article 7 (a), (b), (d), Objective 3 (d)		Both Organisations demonstrate conflict, not cooperation between themselves and existing IUCN Members. BFF website contains numerous examples of anti-zoo intentions and actions
			Animal Legal Defense Fund			Animal rights agenda that clashes with the work of IUCN. List several examples of how their work does not enhance cooperations between themselves and zoos.
4	Zoologische Gesellschaft für Arten- und Populationsschutz e.V.Zoological	NG/25420	Born Free Foundation			Objector acknowledges that BFF is a long-term supporter of the Ethiopian wolf conservation project, but fears that BFFs agenda and mission are not compatible with those of IUCN. Fundamental opposition to zoos and captive breeding (which going forward, is something that will be needed to help endangered wildlife to survive). Generalised and fraudulent campaigning against any zoo. Fear that BFF could contribute to a number of species losses rather than counter them.
			Animal Legal Defense Fund			Objector raises deep concern regarding goals and mission of ALDF not being in agreement with established IUCN wisdom. Objector condemns any cruel, illegal non-sustainable use of wildlife but acknowledges that sustainable use of wildlife (including trophy hunting) can be an important component in maintaining threatened wildlife and funding their conservation. Aiming to have such hunting banned fundamentally opposes one of IUCN's primary principles - sustainable resource use.
5	Namibia Nature Foundation	NG/1080	Animal Legal Defense Fund	Article 7 c of the IUCN Statutes		Much of ALDFs work relates to and is based around petitions and are largely related to domestic cases.
			Born Free Foundation	Article 7 (d) and 2 of the Statutes		Objector acknowledges that BFF does undertake conservation work but is of the opinion that their approach and work does not promote a holistic approach to the conservation of nature and does not support Article 2. The role of Zoos in conservation is of great importance and BFF's mission fundamentally opposes this.
6	Zooschweiz	NG/25072	Born Free Foundation	Article 2 and 3 (h)		The three organisations are members of the Species Survival Network (SSN), which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. SSN opposes almost any utilisation of wildlife whether sustainable or not. All three organisations fundamentally oppose the existence of zoos, despite the recognised valuable work undertaken by these institutions to prevent the extinction of species. On the BFF website, there are several statements opposing zoos and captivity-based conservation and education.
			Animal Legal Defense Fund	Article 2 and 3 (h)		ALDF Website has a number of anti-animal cruelty statements on it. The Fund cooperates closely with PeTA - one of the most radical animal rights organisations known to stalk and harass executives of companies and organisations they do not agree with. Miami Seaquarium were taken to court by them but the case was turned down.
7	Zoo Leipzig GmbH	NG/25348	Born Free Foundation			The three organisations are members of SSN, which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. SSN opposes almost any utilisation of wildlife whether sustainable or not. All three organisations fundamentally oppose the existence of zoos, despite the recognised valuable work undertaken by these institutions to prevent the extinction of species. On the BFF website, there are several statements opposing zoos and captivity-based conservation and education.
			Animal Legal Defense Fund			ALDF Website has a number of anti-animal cruelty statements on it. The Fund cooperates closely with PeTA - one of the most radical animal rights organisations known to stalk and harass executives of companies and organisations they do not agree with. Miami Seaquarium were taken to court by them but the case was turned down.

Synthesis of objections received against the membership applications from the Animal Legal Defense Fund and the Born Free Foundation

	Received from	Member ID	Objecting to	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary
8	WAZA	IN/216	Born Free Foundation	Article 7	Especially with regard to use of natural resources in an sustainable way and to work in cooperation and to enhance the establishment of alliances for conservation.	BFF campaign against zoos whereas IUCN recognises and cooperates with them and the ex-situ community. BFF "works to phase out zoos"
			Animal Legal Defense Fund			ALDF takes a fundamental stand against trophy hunting. Whilst controversial, a complete ban on trophy hunting is not in the long-term interest of conservation and this goes against IUCN's objective of the sustainable use of natural resources.
9	Inuit Tapiriit Kanatami	NG/878	Animal Legal Defense Fund			ALDF is a litigation-driven and litigation-focused animal rights organisation whose main purpose is to defend the interests of animals through court actions. The objector does not see that ALDF is involved in any type of wildlife and biodiversity conservation work and as such does not fit with the objectives of IUCN.
			Born Free Foundation			BFF is an animal welfare and activist organisation that has as its main objective to rescue and free animals from captivity, zoos, circuses and other circumstances where animals are kept in small or limited enclosures. They are aligned with other known international animal rights and protectionist organisations and have campaigns against hunting and trade. They have not approached the objector regarding work in their area and have made misleading statements. The objector is concerned that allowing organisations that do not fit within the objectives of IUCN will set a bad precedent and undermine the conservation efforts and roles played by IUCN members.

Synthesis of objections received against the membership applications from the Animal Legal Defense Fund and the Born Free Foundation

	Received from	Member ID	Objecting to	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary
10	Nordisk Jagersamvirke	IN/1615	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations	Have major issues with the sustainable use of nature and resources. Detail fundamental elements of IUCN's mission - sustainable use of wildlife, sustainable hunting, including trophy hunting and resolutions adopted in Jeju regarding "Respecting ecologically sustainable use of abundant biological resources" and the establishment of the "Collaborative Partnership on Wildlife".	ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either. As such, the objector cannot understand why this organisation is even being considered.
			Born Free Foundation	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations	As above	Violates Statutes Part II (2) and 3 (h). Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by Part III 7(b) of the Statutes? The Objector requires an assurance by BFF that they do not oppose aquaria and zoos, per se, to clarify their position on the issue. Finally, the Objector is extremely surprised that the Wildlife Conservation Society and Conservation International have endorsed this application.
11	Fundación Biodiversidad, Argentina	NG/25269	Animal Legal Defense Fund	Articles 2 and 3 (h) of the Statutes	Assist, encourage societies to conserve the integrity and diversity of nature and ensure sustainable use of natural resources and IUCN shall influence national and international legal instruments to attain these objectives.	The three organisations are members of SSN, which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. SSN opposes almost any utilisation of wildlife whether sustainable or not. The Objector finds it difficult to understand why they might wish to join IUCN (maybe just to block any possible approaches involving wildlife use).
			Born Free Foundation	Articles 2 and 3 (h) of the Statutes	As above	As Above
12	ResourceAfrica South Africa	NG/25081	Animal Legal Defense Fund	Article 7 of the Statutes		ALDF fails to meet the requirements of 7(a), (b) and c in their entirety. They are not aligned with IUCN 's mission to "influence, encourage and assist... It's track record does not show any contributions to these objectives. The ALDF does have laudable objectives but their mission is in direct opposition to IUCN's e.g. when invasive animals need to be killed to conserve nature. As such the Objector sees the possibility of IUCN's work being undermined by ALDF's membership.
			Born Free Foundation	Article 7 of the Statutes		BFF fails to meet requirements of Statute 7 (a), c(ii) and (d). Whilst BFF does have some track record of contributing to conserving nature, their activities as a whole do not show they share and support the objectives of IUCN. They oppose all use of wild animals and all killing of animals for bushmeat, for example. This goes against the aim of ensuring that any use of natural resources is equitable and ecologically stable. In addition, BFF actively campaigns against all zoos, regardless of their conservation impact. As such, the Objector feels that these organisations have no positive contribution to make in IUCN.

Synthesis of objections received against the membership applications from the Animal Legal Defense Fund and the Born Free Foundation

	Received from	Member ID	Objecting to	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary
13	Fondazione European II Nibbio	NG/1398	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either. As such, the objector cannot understand why this organisation is even being considered.
14	International Council for Game and wildlife Conservation	IN/1063	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations	Have major issues with the sustainable use of nature and resources. Detail fundamental elements of IUCN's mission - sustainable use of wildlife, sustainable hunting, including trophy hunting and resolutions adopted in Jeju regarding "Respecting ecologically sustainable use of abundant biological resources" and the establishment of the "Collaborative Partnership on Wildlife".	ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either. As such, the objector cannot understand why this organisation is even being considered.
			Born Free Foundation	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations	As above	Violates Statutes Part II (2) and 3 (h). Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by Part III 7(b) of the Statutes? The Objector requires an assurance by BFF that they do not oppose aquaria and zoos, per se, to clarify their position on the issue. Finally, the Objector is extremely surprised that the Wildlife Conservation Society and Conservation International have endorsed this application.

Synthesis of objections received against the membership applications from the Animal Legal Defense Fund and the Born Free Foundation

	Received from	Member ID	Objecting to	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary
15	Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE (FACE)	IN/788	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations	Have major issues with the sustainable use of nature and resources. Detail fundamental elements of IUCN's mission - sustainable use of wildlife, sustainable hunting, including trophy hunting and resolutions adopted in Jeju regarding "Respecting ecologically sustainable use of abundant biological resources" and the establishment of the "Collaborative Partnership on Wildlife".	ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either. As such, the objector cannot understand why this organisation is even being considered.
			Born Free Foundation	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		Violates Statutes Part II (2) and 3 (h). Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by Part III 7(b) of the Statutes? The Objector requires an assurance by BFF that they do not oppose aquaria and zoos, per se, to clarify their position on the issue. Finally, the Objector is extremely surprised that the Wildlife Conservation Society and Conservation International have endorsed this application.
16	International Association of Fish and Wildlife Agencies	IN/401	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		Whilst the Objector is in favour of animal welfare, strict adherence to animal rights beliefs would preclude many of the science-based management techniques that professional wildlife biologists use. Their view is in direct conflict with the sustainable/ecological use and conservation of biodiversity and natural resources.
			Born Free Foundation			The Objector believes that the objectives of BFF are not aligned with those of IUCN. Violates Statutes Part II (2) and 3 (h). Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by Part III 7(b) of the Statutes?
17	Ministry of Environment and Tourism, Namibia	GA/145	Animal Legal Defense Fund			The objectives of these organisations are not aligned with IUCN's mission to influence, encourage and assist societies throughout the world... It is also well known that these organisations do not support any form of sustainable utilisation of wildlife and their objectives do little to promote effective and equitable biodiversity conservation.
			Born Free Foundation			as above
18	Conservation Force Inc.	IN/24890	Animal Legal Defense Fund			The applicants are vehemently opposed to the conservation or essential management of wildlife and because of their ideology, they would compromise IUCN and its Members. They are anti-hunting and have actively been engaged in obstructing conservation efforts.
			Born Free Foundation			As Above

Synthesis of objections received against the membership applications from the Animal Legal Defense Fund and the Born Free Foundation

	Received from	Member ID	Objecting to	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary
19	British and Irish Association of Zoos and Aquariums Ltd	NG/923	Born Free Foundation	Objective 3c and Article 7 of the Statutes.		The values and activities of the applicant demonstrate their conflict with Article 7. (reference to several quotes on the BFF website.) They apply a blanket approach against zoos which has a negative effect on them and devalues the cooperative efforts already in place between a number of IUCN Members.
			Animal Legal Defense Fund	Objective 3c and Article 7 of the Statutes.		The applicant has an agenda that conflicts with the work of existing IUCN Members. They apply a blanket approach against zoos which has a negative effect on them and devalues the cooperative efforts already in place between a number of IUCN Members.
20	Deutscher Jagdverband e.V	NG/64	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either - there is no connection to the promotion of effective and equitable biodiversity conservation - they oppose the use of fur products which can actually support conservation objectives. Their description and mission do not provide any evidence of working with conservation issues and they support the objection submitted by one of the other Objectors.
			Born Free Foundation	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		The Objector is convinced that BFF is in violation of IUCN Statutes Part II(2) and 3 (h) and they are against the sustainable use of natural resources which conflicts with Part III 7(d). They are anti trophy-hunting and the harvesting of bushmeat. The Objector doubts BFF can show a substantial record of activity in the conservation of nature and natural resources. Their activities have no connection to the promotion of effective and equitable biodiversity conservation. The objector supports one of the other objectors to this application.
21	International Council of Environmental Law	IN/352	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF's purposes and resulting activities are not in line with the principles and policies of IUCN, in particular Article 7 of the IUCN Statutes. The Objector cannot understand how this application has got to the stage of consideration by Members.
			Born Free Foundation	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		After consideration of the application and BFF's website, the Objector concludes that the organisation is ineligible for IUCN membership. BFF's purpose and resulting activities are not in line with the principles and policies of IUCN and the applicant fails to convincingly demonstrate their role in biodiversity conservation.
22	Schutzgemeinschaft Deutsches Wild	NG/66	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF's purposes and resulting activities are not in line with the principles and policies of IUCN, in particular Article 7 of the IUCN Statutes. The Objector cannot understand how this application has got to the stage of consideration by Members.
			Born Free Foundation	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		After consideration of the application and BFF's website, the Objector concludes that the organisation is ineligible for IUCN membership. BFF's purpose and resulting activities are not in line with the principles and policies of IUCN and the applicant fails to convincingly demonstrate their role in biodiversity conservation.
23	Dallas Safari Club	NG/25500	Animal Legal Defense Fund	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		The Applicant does not indicate that they believe, accept or adhere to the core objectives of IUCN and there is no evidence of any effort on their part to promote or advance biodiversity conservation. ALDF does not support sustainable consumptive use or conservation policy based on a sustainable use mode. This contradicts some of IUCN's Statutes.
			Born Free Foundation	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		BFF has spoken out in opposition to sustainable use hunting which indicates a fundamental opposition to consumptive sustainable use. In addition, BFF's mission to protect individual animals from undue suffering is admirable but does not overcome its direct opposition to conservation, management and protection of wild animals and habitat through sustainable use practice and policy.

Synthesis of objections received against the membership applications from the Animal Legal Defense Fund and the Born Free Foundation

	Received from	Member ID	Objecting to	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary
24	The North of England Zoological Society (Chester Zoo).	NG/940	Born Free Foundation	Article 3c and 7 of the Statutes		The Applicant is openly opposed to the existence of zoos which goes against the recognised ex-situ conservation strategies of IUCN as well as in direct conflict with the mission zoos that are Members of IUCN and provide ex-situ conservation expertise to conservation strategies. Admitting this applicant with such a clear anti-zoo agenda would weaken existing cooperation between IUCN and the zoo community and could negatively impact on the conservation community as a whole.
			Animal Legal Defense Fund	Article 3c and 7 of the Statutes		The Applicant is openly opposed to the existence of zoos which goes against the recognised ex-situ conservation strategies of IUCN as well as in direct conflict with the mission zoos that are Members of IUCN and provide ex-situ conservation expertise to conservation strategies. Admitting this applicant with such a clear anti-zoo agenda would weaken existing cooperation between IUCN and the zoo community and could negatively impact on the conservation community as a whole.
25	Zoologischer Garten Köln	NG/1538	Animal Legal Defense Fund	Articles 2 and 3 (h) of the Statutes		The three organisations are members of SSN, which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. These organisations oppose any utilisation of wildlife of any kind as a matter of principle and act as strong and extreme lobbyists against use and even blocking discussions in the CITES bodies.
			Born Free Foundation			As Above

CONCERNS (NOT TO BE CONSIDERED AS OFFICIAL OBJECTIONS)

Zoologische Gesellschaft Frankfurt	NG/69	Born Free Foundation			This Member is concerned about the BFF's mission statement regarding zoos. Well run zoos have conservation potential in the fields of education, fundraising and research and therefore are embedded into the overall mission of IUCN.
Sierra Club	IN/197	Animal Legal Defense Fund			This Member is concerned about ALDF's overall mission and intent in joining IUCN. They feel that ALDF's mission statement does not contain any concept that could be interpreted as including the primary concepts required by IUCN Statute 7c (i). The Member is requesting the Council investigate the ALDF's overall position and policies on sustainable use.
IWMC World Conservation Trust and CITES First Secretary General.	NON MEMBER	ALDF, BFF			These gentlemen do not feel that the applications meet the requirement stipulated in the IUCN Statutes and Regulations. They are concerned that these organisations strongly oppose any use of wildlife of any kind as a matter of principle. They are extreme lobbyists and have blocked discussions in the past.

OBJECTIONS RECEIVED FROM IUCN MEMBERS

1. **From NG/24658 Loro Parque Fundación (Loro Parque Foundation), Spain,** received on 18 August 2015 regarding membership application from **The Born Free Foundation and the Animal Legal Defense Fund.**

QUOTE

By means of this letter, the Loro Parque Fundación (IUCN Member NG/24658), submits its objection to the application in each case of the Born Free Foundation and the Animal Legal Defense Fund to become a Member of IUCN.

The Loro Parque Fundación believes that neither the Born Free Foundation nor the Animal Legal Defense Fund meet the criteria for admission according to the IUCN Statutes and Regulations, specifically the stipulations of Article 7 of the Statutes. Clause (d) of Article 7 stipulates, “the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN”.

The IUCN, in multiple policy documents and actions, clearly recognizes and endorses the conservation role of zoos and aquariums, in particular the unparalleled opportunity afforded by those institutions to connect humanity with nature, increase awareness, strengthen knowledge and incite people to act in ways that favour the conservation of biodiversity and ecological function. The responsible zoo and aquarium community is committed to, and integrated into many important initiatives of the IUCN, as embodied by, to mention a few: the Guidelines on the Use of *Ex situ* Management for Species Conservation, for Reintroductions and Other Conservation Translocation and for the Placement of Confiscated Animals. The main constituency of the Conservation Breeding Specialist Group of the SSC is comprised of zoos and aquariums, which also continue to make major contributions to the Re-introduction, Wildlife Health and Invasive Species Specialist Groups.

Likewise the Commission on Education and Communication recognises the crucial role of zoos and aquaria to increase public awareness of conservation issues, to the extent that the IUCN and the World Association of Zoos and Aquariums (WAZA) have a Memorandum of Understanding.

Given the above, it is clear that the Born Free Foundation does indeed pursue objectives and carries out activities that conflict with the objectives and activities of the IUCN. On its website the Born Free Foundation states the following: “The Born Free Foundation believes that the conservation benefits claimed by zoos do not justify the keeping of wild animals in captivity, and challenges the effectiveness of captivity-based conservation and education.” (<http://www.bornfree.org.uk/campaigns/zoo-check/zoos/>) On the same website is the following: “Born Free believes wildlife belongs in the wild and works to phase out zoos.” <http://www.bornfree.org.uk/about-us/mission-statement/>

In many other places on its website, in addition to its lobbying actions in the European Union and elsewhere, in its criticism of zoos and aquariums the Born Free Foundation does not distinguish between excellence and mediocrity, because it has the fundamentalist posture that zoos and aquariums can never contribute to the objectives of the IUCN simply because, in its view, no wild animals should be in captivity. However, as with other the anti-captivity activists, the agenda of the Born Free Foundation can be revealed as a 'captivity-somewhere-else' plan, because of its support for largely unregulated so-called animal sanctuaries and refuges as places to accommodate wild animals removed from zoos. Thus, the Born free Foundation positions itself and colleague anti-captivity activists as the only advocates on behalf of these animals, thereby suggesting that it is not acceptable for accredited, science-focused zoological facilities to do the exact same thing, these being institutions which comply with the law, are held to rigorous animal care standards, provide exceptional veterinary care, and give love and dedication to all animals, including rescues.

This not only puts it in direct conflict with the objectives and activities of the IUCN, it would be certain to generate conflict in the future with the members of the IUCN which happen to be zoos and aquariums.

The Animal Legal Defense Fund has a clear animal rights agenda which would clash with the IUCN's work in several areas. An extract from its website shows that it is not aligned with zoos and aquariums: "More apes are bred in the misery of zoos,"

<http://aldf.org/cases-campaigns/petitions/sign-the-petition-model-ordinance-for-great-apes/>

For all of the above, the Loro Parque Fundación opposes the membership applications of the Born Free Foundation and the Animal Legal Defense Fund.

END QUOTE

- 2. From IN/874 Inuit Circumpolar Council, Canada on behalf of ICC Greenland, received on 20 August 2015 regarding membership application from The Born Free Foundation and the Animal Legal Defense Fund.**

QUOTE

On behalf of Inuit Circumpolar Council I am writing to exert our right to object to an application for IUCN membership by Born Free (UK) and Animal Legal Defense Fund USA because the actions of animal rights organizations have profoundly harmed Inuit communities in the past. ICC represents the international rights of the 160,000 Inuit who reside in Canada, Alaska (USA), Greenland (Denmark) and Chukotka (Russia). ICC is also a voting member of the IUCN.

Inuit depend on the Arctic ecosystems for our daily nutritional needs, culture and wellbeing as a hunting culture. Inuit are part of the ecosystem and anything that affects that, affects us. We value healthier, vibrant, diverse sustainable ecosystems to sustain us. As does the IUCN.

Inuit work and will continue to work with organizations that respect our rights and culture and will work to help organizations better understand the relationship between Inuit and Arctic ecosystems, including IUCN.

END QUOTE

3. From IN/24785 European Association of Zoos and Aquaria, The Netherlands, received on 21 August 2015 regarding membership application from The Born Free Foundation and the Animal Legal Defense Fund.

QUOTE

I am writing on behalf of the European Association of Zoos and Aquaria (EAZA) to raise an objection concerning the following two recent applications for IUCN membership:

- The Born Free Foundation BFF United Kingdom <http://www.bornfree.org.uk>
- Animal Legal Defense Fund ALDF United States of America <http://aldf.org>

EAZA is a current IUCN member in good standing, and represents over 375 zoo and aquarium institutions and organisations across Europe and the Middle East, many of whom are also members of IUCN. Our mission is to facilitate the co-operation within the European zoo and aquarium community with the aim of furthering its professional quality in keeping animals and presenting them for the education of the public, and of contributing to scientific research and to the conservation of global biodiversity.

It is our contention that the applicants listed above do not meet the following requirements of IUCN membership:

Statute Article 7:

- (a) the applicant shares and supports the objectives of IUCN;
- (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources;
- (d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN;

Insomuch as both organisations do not support attaining IUCN objective 3 (c) *promotes enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners.*

It is the opinion of EAZA that both organisations demonstrate conflict and not cooperation between themselves and existing IUCN members, in particular zoos and aquariums, as evidenced below.

Within the Born Free Foundation application they state that:

"The Born Free Foundation isagainst the exploitation of wild animals, *particularly in zoos*....."

The Born Free Foundation website contains numerous instances of anti-zoo intentions and actions, for example:

- "Born Free believes wildlife belongs in the wild and works to phase out zoos" (<http://www.bornfree.org.uk/about-us/mission-statement/>)
- "The Zoo Check programme is at the heart of Born Free, and since 1984 has worked to prevent captive animal suffering and phase out zoos." (<http://www.bornfree.org.uk/campaigns/zoo-check/>)
- "The Born Free Foundation believes that the conservation benefits claimed by zoos do not justify the keeping of wild animals in captivity, and challenges the effectiveness of captivity-based conservation and education." (<http://www.bornfree.org.uk/campaigns/zoo-check/zoos/>)
- "Born Free ...encourages an informed public to redirect their support away from keeping wild animals in captivity to their protection in the wild." (<http://www.bornfree.org.uk/campaigns/zoo-check/zoos/>)

The Animal Legal Defense Fund also promotes an animal rights agenda that clashes with the work of IUCN and its existing members. Some examples of how their work does not enhance cooperation between themselves and zoos are:

- “More apes are bred in the misery of zoos,” (<http://aldf.org/cases-campaigns/petitions/sign-the-petition-model-ordinance-for-great-apes/>)
- “...life in most zoos consists of being displayed in unnatural and often immeasurably depressing, crowded concrete enclosures, separated from family members and thwarted from most natural behaviors” (<http://aldf.org/blog/legally-brief-zoo-animal/>)
- No zoo linked ‘victories’ are credited to the Animal Legal Defence Fund for the period 2000-2012, yet there are 6 for the period 2013-2015, indicating an increased focus on anti-zoo litigation (<http://aldf.org/cases-campaigns/victories/>)

EAZA is a strong supporter of IUCN and works closely with you on numerous projects, in particular linking to the work of the SSC and CBSG. In multiple policy documents and actions publicised by IUCN there is a clear recognition of the positive work carried out by zoos and aquariums and an endorsement of the conservation role they play. Inclusion of two members who have such a strong anti-zoo focus will cause conflict and disharmony amongst the membership. This in turn will reduce cooperation between members and thus weaken the opportunities for IUCN to achieve its objectives.

To conclude, EAZA objects to the inclusion The Born Free Foundation and Animal Legal Defense Fund as members of IUCN on the basis that they carry out activities that conflict with the IUCN objectives linked to cooperative working and enhancing capacity for the improvement of nature.

END QUOTE

4. **From NG/25420 Zoologische Gesellschaft für Arten- und Populationsschutz e.V. Zoological (Society for the Conservation of Species and Populations), Germany**, received on 22 August 2015 regarding membership application from **The Born Free Foundation, the Animal Legal Defense Fund and Franz Weber Foundation** (*the last application was withdrawn in September 2015*).

QUOTE

ZGAP lodges concern regarding the membership applications of the **Born Free Foundation**, the **Animal legal Defense Fund** and the **Foundation Franz Weber** (*application was withdrawn*) and therefore hands-in this formal objections.

Born Free Foundation:

ZGAP acknowledges that the Born free foundation is a long-term supporter of the Ethiopian wolf conservation project, Ethiopia through the IUCN/SSC Canid Specialist Group, but at the same time it has as an agenda and mission, which, in very significant parts, is not compatible with established IUCN philosophy and guidelines! Notably the Born Free Foundation fundamentally (and unexceptionally !) opposes any zoos and conservation (captive) breeding. With accelerating conservation problems caused by climate change and other (currently too often uncontrollable) forces it is widely accepted (within IUCN and beyond), that more and more species will need intensive hands-on management under human care including in endangered wildlife breeding centers and/or zoos for varying time periods to survive. Born Free Foundation has a reputation of

generalized and fraudulent campaigning against any zoo (examples, see as follows):

<http://www.bornfree.org.uk/about-us/mission-statement/> - "Born Free believes wildlife belongs in the wild and works to phase out zoos."

<http://www.bornfree.org.uk/campaigns/zoo-check/> - "The Zoo Check programme is at the heart of Born Free, and since 1984 has worked to prevent captive animal suffering and phase out zoos."

<http://www.bornfree.org.uk/campaigns/zoo-check/zoos/> - "The Born Free Foundation believes that the conservation benefits claimed by zoos do not justify the keeping of wild animals in captivity, and challenges the effectiveness of captivity-based conservation and education."

It is not acceptable that fundamental animal rights organizations as the Born Free Foundations follow a mission as cited from their webpage, which will in worst cases, contribute to a number of species losses rather than counter them.

Animal legal Defense Fund:

ZGAP also raises deep concern over important parts of the goals and mission of the Animal legal Defense Fund (another membership applicant) not being in agreement with established IUCN wisdom. We, ZGAP, with no exception condemn (in agreement with IUCN's vision and mission) any cruel, illegal and/or non-sustainable use of wildlife, but we acknowledge (again in full agreement with established IUCN guidelines) that sustainable use of wildlife (including properly regulated and controlled trophy hunting !) has in many cases proven to be an important component in maintaining threatened wild animal populations and to generate significant funds for their conservation.

As such, to cite just one current example here, misusing one dubious case of trophy hunting by the Animal legal Defense Fund to achieve a complete 'ban' on trophy hunting (initially by pressuring airlines to no longer transport legally acquired hunting trophies – see here: <http://aldf.org/cases-campaigns/features/bringing-justice-for-cecil-the-lion>) is not at all in the long-term interest of the conservation as for instance of a number of antelope, deer or caprine species, whose continuing existence is primarily financed by sustainable trophy hunting. Neglecting this is fundamentally in disagreement with one of IUCN's primary principles, namely sustainable resource use.

Foundation Franz Weber (*application was withdrawn*):

As a further component, which is and in the future might be of crucial importance for the long-term survival of many wildlife species, is the possibility to apply also fatal methods to control or eradicate invasive species. Doubtlessly any such activities (even if carried out in accordance with existing national and international animal welfare regulations and/or under human circumstances) will not be accepted by above mentioned organizations and is actively counteracted by the Foundation Franz Weber. As an example this foundation runs a "reserve" for feral horses ("brumbies") in Australia to save these animals from government-run control programmes.

Whereas ZGAP acknowledges and fully supports that sound and enforced animal welfare regulations are an important component and contribution to biodiversity conservation, we are very concerned about a potential growing influence of extremist, ideological and uncompromising animal rights organizations on the conservation focus of IUCN. An attitude of zero-tolerance in many challenging questions regarding areas of conflict between animal welfare and species/populations conservation and management as inherited in the agendas of the above three membership applicants will significantly compromise the effective conservation mission of IUCN.

END QUOTE

5. **From NG/1080 Namibia Nature Foundation, Namibia** received on 24 August 2015 regarding membership application from **The Born Free Foundation and the Animal Legal Defense Fund**. *This objection was endorsed by NG/25510 NamibRand Nature Reserve, Namibia.*

QUOTE

With respect to the Membership Applications I would, on behalf of The Namibia Nature Foundation, like to register objections to the following applications:

Animal Legal Defence Fund, this organisation is an animal rights organisation and whilst this is perfectly legitimate the campaign record and objectives of the organisation do not speak to article 7 of the IUCN statutes, it is not apparent to me that they do not share and support the objectives of the IUCN and in particular article 7 (c) as most of their work appears to hinge around animal rights petitions and within that context largely related to domestic cases. I therefore object to their Membership.

The Born Free Foundation, the application of the Born Free Foundation is a little more complex as the organisation does undertake conservation work and has secured good letters of endorsement. However a review of the approach and work of the Born Free Foundation leads me to conclude that they do not meet article 7 (d) in that they do not promote a holistic approach to the conservation of nature and do not support Article 2 of the IUCN Statutes. The Namibia Nature Foundation is not a Zoo but a number of IUCN Members (of very good standing) are and the role of Zoo's and ex-situ conservation and the work they do for conservation is of enormous importance as recognised by the IUCN. The Mission Statement of the Born Free Foundation clearly states *Born Free takes action worldwide to protect threatened species and stop individual animal suffering. Born Free believes wildlife belongs in the wild and works to phase out zoos*. This is contrary to the existence of a number of IUCN Members and I therefore object to their membership.

END QUOTE

6. **From NG/25072 Zooschweiz (Swiss Association of Scientific Zoos), Switzerland** received on 24 August 2015 regarding membership application from **The Born Free Foundation, the Animal Legal Defense Fund and Franz Weber Foundation** *(the last application was withdrawn in September 2015)*.

QUOTE

Having reviewed the list of applications for IUCN Membership to be considered by IUCN Council in October 2015, **zooschweiz** (IUCN Member IN/24046), is concerned that three of the applications do not meet the requirements in the IUCN Statutes and Regulations and, therefore, lodges a formal objection against the applications

- Nr. 7 Animal Legal Defense Fund
- Nr. 17 Fondation Franz Weber *(application was withdrawn)*
- Nr. 19 The Born Free Foundation

Justification:

1. The IUCN Statutes stipulate that

- (2) The objectives of IUCN shall be 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, and

- (3) To attain these objectives, IUCN:

(h) influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and natural resources;

2. The three organisations mentioned above are members of the so-called “**Species Survival Network**”, an international coalition of currently 109 non-governmental organizations claiming to be committed to the promotion, enhancement, and strict enforcement of the Convention on International Trade in Endangered Species of Wild Fauna and Flora. However, the membership of the SSN is essentially composed of animal welfare, animal rights and rather extreme “conservation” activist organisations. To give some examples: Campaign Against Cruelty to Animals (CD), Fondation Brigitte Bardot (FR), Greenpeace International, Humane Society (CD, US, Intl), Four Paws (AT), Pro Wildlife (DE), Robin des Bois (FR), Royal Society for the Prevention of Cruelty to Animals (UK), Zoocheck Canada etc.

3. The SSN claims to be working to prevent over-exploitation of animals and plants due to international trade. From experience it is, however, well-known that, in the CITES context, they oppose almost any utilisation of wildlife whether sustainable or not, usually stating that available evidence of sustainability is uncertain and, therefore, species must receive the benefit of the doubt.

4. While IUCN - as many other true conservation organisations - recognizes the value of the *ex situ* work carried out by zoos, the three applying organisations are lobbying towards zoos being closed down. Considering that the survival of an increasing number of species depends on *ex situ* populations the anti-zoo policy of the applying organisations and their allies may result in an increasing number of extinctions.

5. On the website of the **Born Free Foundation** the following statements can be found:

<http://www.bornfree.org.uk/about-us/mission-statement/>

"Born Free believes wildlife belongs in the wild and works to **phase out zoos**."

<http://www.bornfree.org.uk/campaigns/zoo-check/>

"The Zoo Check programme is at the heart of Born Free, and since 1984 has worked to prevent captive animal suffering and **phase out zoos**."

<http://www.bornfree.org.uk/campaigns/zoo-check/zoos/>

"The Born Free Foundation believes that the conservation benefits claimed by zoos do not justify the keeping of wild animals in captivity, and **challenges the effectiveness of captivity-based conservation and education**."

6. The **Animal Legal Defense Fund** state on their website:

"Every day, ALDF works to protect animals by:

- Filing groundbreaking lawsuits to stop animal abuse and expand the boundaries of animal law.
- Providing free legal assistance to prosecutors handling cruelty cases.
- Working to strengthen state anti-cruelty statutes.
- Encouraging the federal government to enforce existing animal protection laws.
- Nurturing the future of animal law through [Student Animal Legal Defense Fund chapters](#) and our [Animal Law Program](#).

The Animal Legal Defense Fund closely cooperates with PeTA, one of the most radical animal rights organisations which is not afraid of stalking and harassing executives of organisations and companies they are opposed to, e.g.: "This morning, a coalition including the Animal Legal Defense Fund (ALDF), PETA, Orca Network, and Orca Network director Howard Garrett hit the

Miami Seaquarium with a lawsuit contending that the facility's imprisonment of suffering orca Lolita—currently held without the company of any others of her kind in a cramped tank with no protection from the harsh sun—constitutes a violation of the Endangered Species Act (ESA).” As in many other cases, the ALDF's law suit was turned down by a Federal appeals court which said “that ... the orca could remain on display at the Seaquarium and that its rights were being met” (The GUARDIAN).

About 30 years ago, the **Franz Weber Foundation** (*application was withdrawn*) purchased the 50.000 ha Bonrook Station in Australia's Northern Territory, a former cattle ranch, which they converted into a sanctuary for feral horses. Of course the Parks and Wildlife Commission of the Northern Territory was all but pleased about Weber providing a safe haven for the brumbies they wanted to reduce in numbers. The feral horse reserve is still a major activity of the Fondation Franz Weber (one may suspect that it is a cash cow for other activities of the foundation). As the feral horses are considered a major pest animal species in Australia because their environmental impact may include soil loss, compaction, and erosion; damage to vegetation, reduction in the vastness of plants, increased tree deaths by chewing on bark, damage to bog habitats and waterholes, spreading of invasive weeds, and various detrimental effects on population of native animal species, the Fondation Franz Weber is undermining the Australian Pest Animal Strategy issued in 2007 by the Natural Resource Management Ministerial Council.

Together with a Spanish NGO, the Fondation Franz Weber also developed the concept of a virtual zoo which eventually should replace zoological gardens worldwide (www.eZOO.ws). Recently they invested a lot of money for strongly lobbying against Zoo Basel's intention to build a highly educational marine aquarium.

Conclusion:

Until now, IUCN has been a highly esteemed and trustworthy source of information for CITES Parties, and there has been a longstanding cooperation with the global zoo community - note that the former IUDZG has been an IUCN Member since 1949.

By accepting organisations such as the three applicants, IUCN risks to lose credibility with CITES Parties, and the cooperation between IUCN and the zoo community may become seriously damaged.

Therefore, **zooschweiz** respectfully requests IUCN Council to reject the three applications.

END QUOTE

- 7. From NG/25348 Zoo Leipzig GmbH, Germany** received on 26 August 2015 regarding membership application from **The Born Free Foundation, the Animal Legal Defense Fund and Franz Weber Foundation** (*the last application was withdrawn in September 2015*).

QUOTE

In our role as full IUCN Member Zoo Leipzig is raising concerns against the current membership applications of the three organizations:

- No 7 Animal Legal Defense Fund
- No 17 Foundation Franz Weber (*application was withdrawn*)
- No 19 The Born Free Foundation

We believe that these three organizations do not meet the requirements of the IUCN Statutes and Regulations and the overall conservation spirit of our global community.

The reasons for our concerns in detail have been explained to you by the two IUCN Members Zooschweiz and Zoologische Gesellschaft für Arten- u. Populationsschutz e.V. (ZGAP) already and Zoo Leipzig fully supports these statements.

We like to ask you to critically examine the above mentioned applications and to reject them.

END QUOTE

8. From IN/216 World Association of Zoos and Aquariums (WAZA), Switzerland received on 28 August 2015 regarding membership application from **The Born Free Foundation and the Animal Legal Defense Fund.**

QUOTE

I am writing in response to the e-mail received on 6th August 2015 about the application for IUCN membership by several organisations. WAZA (IN 2016) is concerned about the application of **The Born Free Foundation BFF, UK** and **The Animal Legal Defence Fund, ALDF, USA** and wants to raise an objection based on the IUCN statutes, namely the "Part II" and "Part III". It is IUCN's fundamental principle to work in cooperation and to enhance the establishment of alliances for conservation. Those alliances are established across various sectors of society and across countries – the unique strength of IUCN. That's also why IUCN has established a working relationship with the zoo community and has now even established a position within SSC to deepen the relationship between individual zoos, aquariums and Species Specialists Groups. WAZA is not only a founding member of IUCN but also proud of facilitating this growing relationship in favour of joint conservation efforts. IUCN also recognizes the need of helping to organise the use of natural resources in a sustainable way and is working on this challenge in many ways. Those fundamental approaches as outlined in more detail in the IUCN statutes, especially in Art 7 are not met by the two applicants.

Born Free states in the application form that they are campaigning against zoos, whereas IUCN recognizes and cooperates with zoos and the ex situ community. So for instance by producing the Guidelines on the Use of Ex situ Management for Species Conservation, for Reintroductions and Other Conservation Translocation and for the Placement of Confiscated Animals. The main constituency of the Conservation Breeding Specialist Group of the SSC is comprised of zoos and aquariums, which also continue to make major contributions to the Re-introduction, Wildlife Health and Invasive Species Specialist Groups. Born Free also underlines their policy on their website, so for instance: <http://www.bornfree.org.uk/about-us/mission-statement/> "Born Free believes wildlife belongs in the wild and works to phase out zoos."

The Animal Legal Defence Fund for instance takes a fundamental stand against trophy hunting. While this can be controversial, a complete 'ban' on trophy hunting (initially by pressuring airlines to no longer transport legally acquired hunting trophies – see here: <http://aldf.org/cases-campaigns/features/bringing-justice-for-cecil-the-lion>) is not at all in the long-term interest of conservation, for instance a number of antelopes, deer or caprine species are depending on the income generated by sustainable trophy hunting. Neglecting this is fundamentally in disagreement with one of IUCN's primary principles, namely the sustainable use of natural resources. Another example for their animal rights agenda is "...life in most zoos consist of being displayed in unnatural and often immeasurably depressing, crowded concrete enclosures, separated from family members and thwarted from most natural behaviours" (<http://aldf.org/blog/legally-brief-zoo-animal/>).

In conclusion, both organisations do not share the IUCN objectives, as requested for IUCN membership by the statutes and regulations and therefore should not be accepted as members.

END QUOTE

9. From NG/878 Inuit Tapiriit Kanatami, Canada received on 28 August 2015 regarding membership application from **The Born Free Foundation and the Animal Legal Defense Fund.**

QUOTE

As President of Inuit Tapiriit Kanatami (ITK), the national organization that represents the Inuit of Canada, I would like to first of all congratulate you as the new Director General of the IUCN and I wish you all the best in your position and efforts in what is a very challenging global responsibility.

I am writing to you today, on behalf of our organization as an accredited member of the IUCN, to make a formal objection against two recent IUCN membership applications that were submitted by the Animal Legal Defense Fund (USA) and Born Free (UK).

As indicated from information on its website (aldf.org), the Animal Legal Defense Fund is a litigation-driven and litigation-focused animal rights organization whose main purpose is to defend the interests of animals through court actions, with a motto, "*Winning the case against cruelty*".

Their website states, "*The Animal Legal Defense Fund's mission is to protect the lives and advance the interests of animals through the legal system. ALDF accomplishes this mission by filing high-impact lawsuits to protect animals from harm, providing free legal assistance and training to prosecutors to assure that animal abusers are punished for their crimes, supporting tough animal protection legislation and fighting harmful animal protection legislation, and providing resources and opportunities to law students and professionals to advance the emerging field of animal law.*" It appears that the organization is not involved in any type of wildlife and biodiversity conservation work. In our determination, the Animal Legal Defense Fund does not adhere to and does not fit within the objectives of the IUCN. Therefore we object to its application to become an IUCN member.

As indicated from its website (www.bornfree.org.uk), Born Free Foundation (UK) is an animal welfare and activist organization that has as its main objective to rescue and free animals from captivity, such as from zoos, circuses, and other circumstances where animals are kept in small or limited enclosures. A part of its mission states, "*Born Free believes wildlife belongs in the wild and works to phase out zoos. We rescue animals from lives of misery in tiny cages and give them lifetime care.*" They are aligned with other known international animal rights and protectionist organizations and have campaigns against hunting and trade.

In its Born Free USA section of the website it states, "*Now, Born Free USA united with Animal Protection Institute is tackling four main campaign areas: exotic "pets", animals in entertainment, the wildlife trade, and trapping and fur.*" It continues to state, "*We fight animal exploitation in these and other vital areas with every means at our disposal; in the courts and the legislatures; with the support of thousands of dedicated grassroots activists who promote our campaigns; through all forms of media to reach the widest possible public; and as a leading player in local, state, national, and international coalitions working on behalf of animals in need everywhere.*"

Born Free Foundation (UK) also indicates on their website that as a part of its polar bear campaign they are supporting research on the Southern Hudson Bay subpopulation of polar bear, which is a subpopulation located within our own homeland territory in Canada. While we are aware of this particular study in northern Quebec through York University, ITK and Makivik Corporation (the regional Inuit organization for the area) were not aware of the involvement of Born Free Foundation (UK) in contributing funds to support this study. Thus Born Free (UK) has not previously approached ITK or Makivik about their involvement, even though they claim to work with local communities, which would obviously refer to Inuit communities in this particular case. They also claim on their site that polar bears are a “rare” species. This cannot be further from the truth. We take issue with Born Free Foundation (UK) in making such misleading statements. In conclusion, we object to the IUCN membership application of Born Free Foundation (UK).

The Inuit of Canada continue to depend upon the harvesting and sustainable utilization of wildlife that include a cross section of terrestrial and marine mammals, fishes, birds, berries, seaweed, and many other wild flora and fauna. For our people, wildlife harvesting is what puts food on the table and feeds our families and communities. Harvesting is also integrally tied to our livelihoods and local economies. Our harvesting is socially and culturally important to us, and as such we undertake this activity with the utmost care and engage in wildlife and conservation management regimes and activities in our homeland that are among the most advanced in the world. We engage science and research, along with our traditional knowledge, in making sure we make decisions that are as fully informed as possible because at the end of the day, sustaining our natural food sources (the wildlife itself), traditional livelihoods, and unique way of life are essential priorities.

Over recent years, there has been a sharp increase in international attention drawn to our part of the globe – the Arctic. There are many competing interests in this push, including animal rights and protectionist interests that are campaigning to save the polar bear and environmental interests that are campaigning to save the Arctic against development. We have been impacted as a people and as a culture in past and current activism and campaigns against fur, seal, and polar bear products trade. There are NGO groups that are not only opposed to trade but also opposed to the hunting of wildlife no matter its sustainability or its need by Indigenous communities.

As an IUCN member, we are concerned that allowing organizations that do not fit within the objectives of the IUCN will set a bad precedent and undermine the conservation efforts and roles played by IUCN members, including the role of Indigenous peoples who are directly connected to and are dependent upon the equitable and sustainable use of biodiversity. It is incumbent upon the IUCN, not just its members, to be the most aware about the organizations that are applying for membership and to flag applications that may raise questions and concerns.

END QUOTE

10. From IN/1615 Nordisk Jagersamvirke (Nordic Hunters' Alliance), Denmark received on 29 August 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation** (content further down) **and the Foundation Franz Weber** (content further down) ***(the last application was withdrawn in September 2015).***

QUOTE regarding the Animal Legal Defense Fund

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015, the Nordic Hunters' Alliance (NHA) would like to officially submit an objection to granting membership to the non-profit law organization based in the United States of America, “Animal Legal Defense Fund” (ALDF), pursuant to Regulation 15 of IUCN’s Statutes.

After extensive review of ALDF's application for IUCN membership, its cases, and website, the NHA strongly believes that the organization is not suitable for IUCN membership as it does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them." Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

The NHA has found that ALDF does not share the objectives of IUCN, Part III, 7(a). Their work has little to do with nature, wildlife, biodiversity, and/or conservation. The organization does not build alliances for conservation, strengthen the capacity of its Members to conserve biological diversity at the global or regional level; encourage research related to the conservation of nature and natural resources; provide a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social, and political dimensions; prepare and disseminate statements on conservation; enable societies to enjoy the benefits provided sustainably by nature and natural resources; assist in the development of mechanisms for debating and resolving *international* environmental issues; contribute to the preparation of international agreements relevant to the conservation of nature and natural resources; nor do they take any other appropriate action which will promote the conservation of nature and natural resources.

We have also determined that it does not comply with Part III, 7(b) as it does not have a substantial record of activity in the conservation of nature and natural resources. Furthermore it does not fulfil the criteria of Part III, 7(c) either.

We fail to understand why this membership application has at all reached the status of being considered by members, as it obviously does not fit the key requirements of IUCN membership.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015, the Nordic Hunters' Alliance (NHA) would like to officially submit an objection to granting membership to the National non-governmental organization based in the United Kingdom, "The Born Free Foundation" (BFF), pursuant to Regulation 15 of IUCN's Statutes.

After extensive review of BFF's application for IUCN membership, its campaigns, and website, the NHA strongly believes that the organization is ineligible for IUCN membership as it does not fulfil some of the membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them." Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

BFF is in violation of IUCN Statutes Part II (2) and the activity to attain the objective as articulated in Part II, 3(h). In particular, BFF fails to convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. The website of BFF includes numerous categorical messages against trophy hunting and the harvesting of bushmeat while the CBD and IUCN regard trophy hunting as likely to contribute to conservation and equitably share the benefits of the use of the resource and regard sustainable use as the second pillar of conservation. The sustainable harvesting of bushmeat is a crucial part of livelihoods, especially in developing countries, and is part of any successful conservation strategy and definitely not a practice to oppose.

BFF is supporting and carrying out many laudable activities for rescuing individual animals from suffering but fails to convincingly demonstrate their role in biodiversity conservation. While their activities are important for improving animal welfare, there is no connection to the promotion of effective and equitable biodiversity conservation.

The IUCN Council would have difficulty concluding, according to Part III, 7(b) of the IUCN Statutes, that the Born Free Foundation has a substantial record of activity in the conservation of nature and natural resources. Furthermore, BFF completely misses the point contained in Part III, 7(c)ii, that the objective and track record of BFF embodies, to a substantial extent, the aim to ensure that any use

of natural resources is equitable and ecologically sustainable when they are, in fact, against the sustainable use of natural resources. BFF does not meet the criteria, according to Part III, 7(d) of the IUCN Statutes, which requires that applicants do not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN, and BFF campaigns against the sustainable use of wildlife through hunting.

Whereas the objective check of zoos and circuses is a very important activity to avoid the suffering of animals, the activity is only marginally connected to the conservation of biodiversity and must not endanger the critical practice of ex-situ conservation of critically endangered and extinct in the wild species in aquaria and zoos. An assurance by BFF that they do not oppose aquaria and zoos, per se, should be obtained in order to clarify their position on this issue.

After long consideration, we simply fail to understand why reputable key IUCN members, such as Wildlife Conservation Society and Conservation International, have endorsed this organization's application for IUCN membership.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Franz Weber Foundation (*application was withdrawn in September 2015*)

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015, the Nordic Hunters' Alliance (NHA) would like to officially submit an objection to granting membership to the non-profit law organization based in the United States of America, "Fondation Franz Weber" (FFW), pursuant to Regulation 15 of IUCN's Statutes.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them." Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

After extensive review of FFW's application for IUCN membership, its campaigns, and website, the NHA strongly believes that the organization could be suitable for IUCN membership, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12. Their work does in many instances support IUCN's objectives, however, the information provided by FFW in its application and website do not give any information on the organization's stance on sustainable use, except its opposition to seal hunting and seal product trade. The latter is the backbone of livelihoods of many people including indigenous communities in, for example, Canada. The ban on seal product trade into the EU is already destroying the traditional way of life and livelihoods of seal hunting nations.

We request a clear statement from FFW as to whether they support the sustainable use of nature and natural resources for conservation. If FFW fails to convincingly articulate their support, their application would oppose the majority of points under IUCN Statutes Part III (7) of the IUCN Statutes. The sustainable use of nature and natural resources for conservation is the second pillar of the Convention on Biological Diversity and is embedded in IUCN's mission and vision.

END QUOTE regarding the Franz Weber Foundation

11. From NG/25269 Fundación Biodiversidad (Biodiversity Foundation), Argentina received on 29 August 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation and the Foundation Franz Weber** (*the last application was withdrawn in September 2015*).

QUOTE

Having in mind the IUCN Statutes, which stipulate clearly that:

- (2) The objectives of IUCN shall be 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, and
- (3) To attain these objectives, IUCN: (h) influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and natural resources;

And looking to the list of applications for IUCN Membership to be considered by IUCN Council in October 2015, *Fundación Biodiversidad-Argentina* wish to express its concern about three of the below mentioned applications that in our opinion do not meet the requirements in the IUCN Statutes and Regulations:

- *Nr. 7 Animal Legal Defense Fund*
- *Nr. 17 Fondation Franz Weber* (*application was withdrawn*)
- *Nr. 19 The Born Free Foundation*

We are aware that other member organizations have lodged a formal objection against these applications, noting that they are members of the Species Survival Network (SSN), an international coalition of 109 non-governmental devoted to the promotion, enhancement, and strict enforcement of the *Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)*. However, the membership of the SSN is essentially composed of animal welfare, animal rights and rather extreme “conservation” activist organisations.

It is also argued that the objectives of IUCN shall be 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. In order to attain these objectives, IUCN influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and natural resources.

In this regard, it is quite clear to any of us who have worked for long years in conservation and particularly in close relationship to the CITES Convention, that these organizations strongly oppose any utilisation of wildlife of any kind as a matter of principle and as a dogma of faith. Moreover, many times these organizations act as strong and extreme lobbyists against use, often blocking discussions in the CITES bodies.

In this context, and bearing in mind the mission of IUCN. The work it has been carrying out in the CITES arena, the trust of CITES Parties in its reports and opinions, and that in the *Species Survival Commission* there is a highly respected specialist group on *Sustainable Use and Livelihoods*, we find it difficult to understand for what reasons these organizations might wish to join the IUCN as members.

These organizations are completely and deeply opposed not only to use (sustainable or not), but also to the consideration of people and their livelihoods as part of the conservation equation. They have made this very clear in many discussions along the years, and even very recently in some of the SSC Specialist Groups.

Although this is a speculative opinion, we think that these organizations have no positive contribution to make in the IUCN and its bodies and that their incorporation to the Union has the sole purpose of blocking any possible approaches involving wildlife use.

For this reason, I wish to express that the organization I preside, *Fundación Biodiversidad-Argentina*, opposes the three applications, lodges a formal objection against them and therefore, it is respectfully requesting *the IUCN Council* to reject the three applications above-mentioned .

END QUOTE

12. From NG/25081 ResourceAfrica South Africa, South Africa received on 31 August 2015 regarding membership application from the Animal Legal Defense Fund and the Born Free Foundation.

QUOTE

We have received notification from IUCN concerning the application of two organisations seeking membership. They are the Animal Legal Defense Fund from the USA, and the Born Free Foundation from the UK. Resource Africa is a member of IUCN (NG 25081) and we wish to lodge our objection to these two applications. Our reasons are set out below.

Section 7 of the IUCN Statutes provides that (inter alia):

Government agencies, national and international non-governmental organizations and affiliates shall become Members of IUCN when the Council has determined that:

- (a) the applicant shares and supports the objectives of IUCN;
- (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources;
- (c) the objectives and track record of the applicant embody to a substantial extent:
 - (i) the conservation of the integrity and diversity of nature; and, either or both:
 - (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
 - (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;
- (d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN.

These two applicants fail to meet these criteria. Specifically, the ALDF fails to meet the requirements of 7(a), (b) and (c) in their entirety; and Born Free Foundation fails to meet the requirements of 7(a)(c)(ii) and 7(d). We request the IUCN Council therefore to determine accordingly.

With respect to the Animal Legal Defense Fund (ALDF), the objectives of this organisation are not aligned with IUCN's mission 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", and its track record does not embody to any extent contributions toward these objectives.

The website of ALDF (<http://aldf.org/about-us/>) describes the organisation as one that fights cruelty to animals using the legal system:

“The Animal Legal Defense Fund’s mission is to protect the lives and advance the interests of animals through the legal system. ALDF accomplishes this mission by filing high-impact lawsuits to protect animals from harm, providing free legal assistance and training to prosecutors to assure that animal abusers are punished for their crimes, supporting tough animal protection legislation and fighting harmful animal protection legislation, and providing resources and opportunities to law students and professionals to advance the emerging field of animal law.”

These are laudable objectives. Cruelty to any animal is unacceptable. Nonetheless, these objectives do not conserve the integrity and diversity of nature, and there is in fact no causal relationship between them. Neither do they seek to ensure the sustainability of the use of natural resources. The case may even arise where their mission is in direct opposition to IUCN’s mission, as when invasive animals that threaten biodiversity must be killed in order to conserve nature. Under these circumstances, we can see no merit in ALDF’s application. We see also the distinct possibility that the work of IUCN may be undermined by their membership.

Turning now to the Born Free Foundation, we note that while they do have some track record of contributing to conserving nature in the wild, looking at their activities as a whole they cannot be said to “share and support the objectives of IUCN”. They appear primarily aimed at defending animal welfare, primarily seeking to provide ‘bush sanctuaries’ for individual animals that have suffered from the cruelty of humans, and campaigning against zoos. Again, these objectives are humane and laudable, and they name a group of celebrities who share their objectives and sentiments. Their website, however, (<http://www.bornfree.org.uk/about-us/>) contains the following statement:

“Born Free takes action worldwide to save lives, stop suffering and protect species in the wild. Born Free never forgets the individual.”

From this we conclude that while Born Free “takes action toprotect species”, it also “never forgets the individual”. This is surely a contradiction in terms. Taking action to protect an individual animal from cruelty cannot be said to constitute protecting the species, however humane and difficult such an act may be. And from media coverage about the organisation, it is clear that their primary objective, embodied in their track record, is to rescue individual animals.

S7(c)(ii) requires that IUCN Members embody in their objectives and track record the IUCN “aim to ensure that any use of natural resources is equitable and ecologically sustainable.” With respect to use of natural resources, BFF does not share this aim. Their track record in CITES as a Species Survival Network member makes clear that they oppose **all** use of wild animals, regardless of the conservation impact. Statements on their website also make clear that IUCN’s concern with the equity dimensions of the use of wild animals is not shared by them - they state at <http://www.bornfree.org.uk/about-us/> that they oppose **all** killing of animals for bushmeat, ignoring the fact that bushmeat provides the primary source of protein and fat for millions of forest people, particularly in Central Africa and the Amazon basin.

BFF’s objectives and actions also conflict in some cases with the activities of IUCN, contrary to s7(d). In particular, they campaign actively against all zoos, regardless of their conservation impact. BFF’s website states at <http://www.bornfree.org.uk/campaigns/zoo-check/> that “[T]he Zoo Check programme is at the heart of Born Free, and since 1984 has worked to prevent captive animal suffering and phase out zoos.”

IUCN has many members that are zoos or are affiliated with them, and these make impressive contributions to global conservation as members of IUCN. BFF's activities directly and squarely conflict with these activities. Admitting BFF would indeed be introducing a member that actively and publicly campaigns against the very raison d'être of many other IUCN members.

Accordingly, we believe that this application is also devoid of merit.

END QUOTE

13. From NG/1398 Fondazione Europea Il Nibbio (European Foundation Il Nibbio), Italy received on 1 September 2015 regarding membership application from the Animal Legal Defense Fund.

QUOTE

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015, the International Council for Game and Wildlife Conservation (CIC) would like to officially submit an objection to granting membership to the non-profit law organization based in the United States of America, "Animal Legal Defense Fund" (ALDF), pursuant to Regulation 15 of IUCN's Statutes.

After extensive review of ALDF's application for IUCN membership, its cases, and website, the CIC strongly believes that the organization is not suitable for IUCN membership as it does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them." Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological

Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

The CIC has found that ALDF does not share the objectives of IUCN, Part III,7(a). Their work has little to do with nature, wildlife, biodiversity, and/or conservation. The organization does not build alliances for conservation, strengthen the capacity of its Members to conserve biological diversity at the global or regional level; encourage research related to the conservation of nature and natural resources; provide a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social, and political dimensions; prepare and disseminate statements on conservation; enable societies to enjoy the benefits provided sustainable by nature and natural resources; assist in the development of mechanisms for debating and resolving *international* environmental issues; contribute to the preparation of international agreements relevant to the conservation of nature and natural resources; nor do they take any other appropriate action which will promote the conservation of nature and natural resources.

We have also determined that it does not comply with Part III, 7(b) as it does not have a substantial record of activity in the conservation of nature and natural resources. Furthermore it does not fulfil the criteria of Part III, 7(c) either.

We fail to understand why this membership application has at all reached the status of being considered by members, as it obviously does not fit the key requirements of IUCN membership.

END QUOTE

14. From IN/1063 International Council for Game and Wildlife Conservation, Hungary received on 1 September 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation** (content further down) **and the Foundation Franz Weber** (content further down) *(the last application was withdrawn in September 2015).*

QUOTE regarding the Animal Legal Defense Fund

After extensive review of the Animal Legal Defense Fund's (ALDF) application for IUCN membership, its cases, and website, the International Council for Game and Wildlife Conservation (CIC) came to the conclusion that the organization is not suitable for IUCN membership as it does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

The CIC has found that ALDF does not share the objectives of IUCN, Part III, 7(a). Their work has little to do with nature, wildlife, biodiversity, and/or conservation. The organization does not build alliances for conservation, strengthen the capacity of its Members to conserve biological diversity at the global or regional level; encourage research related to the conservation of nature and natural resources; provide a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social, and political dimensions; prepare and disseminate statements on conservation; enable societies to enjoy the benefits provided sustainably by nature and natural resources; assist in the development of mechanisms for debating and resolving *international* environmental issues; contribute to the preparation of international agreements relevant to the conservation of nature and natural resources; nor do they take any other appropriate action which will promote the conservation of nature and natural resources. We have also determined that it does not comply with Part III, 7(b) as it does not have a substantial record of activity in the conservation of nature and natural resources. Furthermore it does not fulfil the criteria of Part III, 7(c) which calls for the "track record of the applicant to embody, to a substantial extent, the conservation of the integrity and diversity of nature and/or the aim to ensure that any use of natural resources is equitable and ecologically sustainable".

The sustainable use of nature and natural resources for conservation is the second pillar of the Convention on Biological Diversity and is embedded in IUCN's mission and vision. IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them."

Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such

uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona.

In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

Opposing the sustainable use of nature and the subsequent equitable sharing of natural products endangers the balance of any conservation strategy and undermines the work of IUCN as a whole. Internal disagreements within the IUCN membership on the fundamental principles of conservation are counterproductive to the endeavour of a united conservation force.

In light of the information presented above, the International Council for Game and Wildlife Conservation (CIC) would like to officially submit an objection to granting membership to the non-profit law organization based in the United States of America, "Animal Legal Defense Fund" (ALDF), pursuant to Regulation 15 of IUCN's Statutes.

Given the *substantial* shortcomings of this organization in terms of its alignment with essentially all of the IUCN objectives, it is fairly perplexing that it was nominated.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

After extensive review of the Born Free Foundation's (BFF) application for IUCN membership, its campaigns, and website, the International Council for Game and Wildlife Conservation (CIC) came to the conclusion that the organization is ineligible for IUCN membership as it does not fulfil some of the membership requirements, as outlined in IUCN Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

BFF is in violation of IUCN Statutes Part II (2). In particular, BFF fails to fulfil IUCN Statute Part II, 3(h) and does not convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. The website of BFF includes numerous categorical messages against trophy hunting and the harvesting of bushmeat while the CBD and IUCN regard trophy hunting as likely to

contribute to conservation and equitably share the benefits of the use of the resource and regard sustainable use as the second pillar of conservation. The sustainable harvesting of bushmeat is a crucial part of livelihoods, especially in developing countries, and is part of any successful conservation strategy and definitely not a practice to oppose.

The IUCN Council would have difficulty concluding, according to Part III, 7(b) of the IUCN Statutes, that the Born Free Foundation has a substantial record of activity in the conservation of nature and natural resources. Furthermore, BFF completely misses the point contained in Part III, 7(c)ii, that the objective and track record of BFF embodies, to a substantial extent, the aim to ensure that any use of natural resources is equitable and ecologically sustainable when they are, in fact, against the sustainable use of natural resources. BFF does not meet the criteria, according to Part III, 7(d) of the IUCN Statutes, which requires that applicants do not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN, and BFF campaigns against the sustainable use of wildlife through hunting.

The sustainable use of nature and natural resources for conservation is the second pillar of the Convention on Biological Diversity and is embedded in IUCN's mission and vision. IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them."

Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy

hunting - including highly threatened species – to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN’s policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN “Respecting ecologically sustainable use of abundant biological resources”, as well as the establishment of the “Collaborative Partnership on Wildlife” adopted as WCC-2012-Res-119-EN.

Opposing the sustainable use of nature and the subsequent equitable sharing of natural products endangers the balance of any conservation strategy and undermines the work of IUCN as a whole. Internal disagreements within the IUCN membership on the fundamental principles of conservation are counterproductive to the endeavour of a united conservation force.

In light of the information presented above, the International Council for Game and Wildlife Conservation (CIC) would like to officially submit an objection to granting membership to the National non-governmental organization based in the United Kingdom, “The Born Free Foundation” (BFF), pursuant to Regulation 15 of IUCN’s Statutes. BFF is supporting and carrying out many laudable activities for rescuing individual animals from suffering but fails to convincingly demonstrate their role in biodiversity conservation. While their activities are important for improving animal welfare, there is no connection to the promotion of effective and equitable biodiversity conservation. The objective quality monitoring of zoos and circuses is a very important activity to avoid the suffering of animals, the activity is only marginally connected to the conservation of biodiversity and must not endanger the critical practice of ex-situ conservation of critically endangered and extinct in the wild species in aquaria and zoos. An assurance by BFF that they do not oppose aquaria and zoos, per se, should be obtained in order to clarify their position on this issue. Please find, in the attached Annex, excerpts confirming the statements made above.

Given the substantial shortcomings of this organization in terms of its alignment with the key IUCN objectives, it is somewhat perplexing that it was nominated.

END QUOTE regarding the Born Free Foundation

QUOTE regarding the Franz Weber Foundation (*application was withdrawn in September 2015*)

After an extensive review of Fondation Franz Weber’s (FFW) application for IUCN membership, its campaigns, and website, the International Council for Game and Wildlife Conservation (CIC) came to the conclusion that the organization has many merits and a track record in nature conservation; however, one critical area of conservation—sustainable use—appears to be opposed by them.

FFW’s work does, in many instances, support IUCN’s objectives, however, the information provided by FFW in its application and website do not give any information on the organization’s stance on sustainable use, except its opposition to seal hunting and seal product trade. The latter is the backbone of livelihoods of many people including indigenous communities in, for example, Canada. The ban on seal product trade in the EU is already destroying the traditional way of life and livelihoods of seal hunting nations.

The sustainable use of nature and natural resources for conservation is the second pillar of the Convention on Biological Diversity and is embedded in IUCN’s mission and vision. IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN’s 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 “Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union’s “Policy Statement on Sustainable Use of Wild Living Resources” stating that the “Use of wild living

resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them."

Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

Opposing the sustainable use of nature and the subsequent equitable sharing of natural products endangers the balance of any conservation strategy and undermines the work of IUCN as a whole. Internal disagreements within the IUCN membership on the fundamental principles of conservation are counterproductive to the endeavour of a united conservation force.

The International Council for Game and Wildlife Conservation (CIC) would, therefore, like to officially submit an objection to granting membership to the non-profit law organization based in Switzerland, "Fondation Franz Weber" (FFW), pursuant to Regulation 15 of IUCN's Statutes. We request a clear statement from FFW as to whether they support the sustainable use of nature and natural resources for conservation. If FFW fails to convincingly articulate their support, their application would oppose the majority of points under IUCN Statutes Part III (7) and should therefore be considered unacceptable.

END QUOTE regarding the Franz Weber Foundation

15. From IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE (Federation of Associations of Hunting and Conservation of Wildlife of the European Union), Belgium received on 1 September 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation** (content further down) **and the Foundation Franz Weber** (content further down) *(the last application was withdrawn in September 2015).*

QUOTE regarding the Animal Legal Defense Fund

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015, FACE, the Federation of Associations for Hunting and Conservations in the EU, is hereby submitting an objection to granting membership to the non-profit law organization based in the United States of America, "Animal Legal Defense Fund" (ALDF), pursuant to Regulation 15 of IUCN's Statutes.

After extensive review of ALDF's application for IUCN membership, its cases, and website, FACE came to the conclusion that the organization is not suitable for IUCN membership as it does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has a clear and profound commitment to recognising that equitable and ecologically sustainable use of wild living resources can be consistent with and contribute to conservation, where ALDF's advocates legal action and the recognition of animal right as an instrument to achieve the protection of individual animals, as opposed to populations. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them." Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity". Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional

and national levels, IUCN Members adopted Resolution 4.026 “Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity” during the 2008 World Conservation Congress in Barcelona. In the period since, IUCN’s Species Survival Commission (SSC) has produced its “Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives” (2012) recognising that where carefully managed, such hunting can be positive for conservation even of highly threatened species, and providing guidance on how and under what circumstances this can be achieved, while supporting the rights, participation and livelihood benefits of indigenous and local communities. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN’s policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN “Respecting ecologically sustainable use of abundant biological resources”, as well as the establishment of the “Collaborative Partnership on Wildlife” adopted as WCC-2012-Res-119-EN.

ALDF is against the principle of sustainable use, which is in contradiction to the objectives of IUCN. Their work has little to do with nature, wildlife, biodiversity, and/or conservation. The organization does not build alliances for conservation, strengthen the capacity of its Members to conserve biological diversity at the global or regional level; encourage research related to the conservation of nature and natural resources; provide a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social, and political dimensions; prepare and disseminate statements on conservation; enable societies to enjoy the benefits provided by nature and natural resources; assist in the development of mechanisms for debating and resolving *international* environmental issues; contribute to the preparation of international agreements relevant to the conservation of nature and natural resources; nor do they take any other appropriate action which will promote the conservation of nature and natural resources.

We have also determined that it does not comply with Part III, 7(b) as it does not have a substantial record of activity in the conservation of nature and natural resources. Furthermore it does not fulfil the criteria of Part III, 7(d) either as it openly advocates the end of any sustainable use of natural resources seen as “exploitation”.

This membership application does not fit the key requirements of IUCN membership.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015, FACE, the Federation of Associations for Hunting and Conservations in the EU, is hereby submitting an objection to granting membership to the non-profit law organization based in the United Kingdom, “The Born Free Foundation” (BFF), pursuant to Regulation 15 of IUCN’s Statutes.

After extensive review of BFF’s application for IUCN membership, its cases, and website, FACE came to the conclusion that the organization is not suitable for IUCN membership as it does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has a clear and profound commitment to recognising that equitable and ecologically sustainable use of wild living resources can be consistent with and contribute to conservation, whereas BFF is a renowned animal-rights organisation advocating the individual rights of animals. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN’s 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 “Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000

laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them." Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity". Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the period since, IUCN's Species Survival Commission (SSC) has produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012) recognising that where carefully managed, such hunting can be positive for conservation even of highly threatened species, and providing guidance on how and under what circumstances this can be achieved, while supporting the rights, participation and livelihood benefits of indigenous and local communities. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

BFF is in violation of IUCN Statutes Part II (2) and the activity to attain the objective as articulated in Part II, 3(h). In particular, BFF fails to convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. The website of BFF includes numerous categorical messages against trophy hunting and the harvesting of bushmeat while IUCN regards sustainable use as the second pillar of conservation. The sustainable harvesting of bushmeat is a crucial part of livelihoods, especially in developing countries, and is part of any successful conservation strategy and definitely not a practice to oppose.

BFF is supporting and carrying out many laudable activities for rescuing individual animals from suffering but fails to convincingly demonstrate their role in biodiversity conservation. While their activities are important for improving animal welfare, there is no connection to the promotion of effective and equitable biodiversity conservation.

The IUCN Council would have difficulty concluding, according to Part III, 7(b) of the IUCN Statutes, that the Born Free Foundation has a substantial record of activity in the conservation of nature and

natural resources. Furthermore, BFF completely misses the point contained in Part III, 7(c)ii, that the objective and track record of BFF embodies, to a substantial extent, the aim to ensure that any use of natural resources is equitable and ecologically sustainable when they are, in fact, against the sustainable use of natural resources. BFF does not meet the criteria, according to Part III, 7(d) of the IUCN Statutes, which requires that applicants do not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN, and BFF campaigns against the sustainable use of wildlife through hunting.

Whereas the objective check of zoos and circuses is a very important activity to avoid the suffering of animals, the activity is only marginally connected to the conservation of biodiversity and must not endanger the critical practice of ex-situ conservation of critically endangered and extinct in the wild species in aquaria and zoos. An assurance by BFF that they do not oppose aquaria and zoos, per se, should be obtained in order to clarify their position on this issue. Please find below excerpts confirming our statements.

Against this backdrop BFF should have not received the necessary endorsement to apply for IUCN membership.

END QUOTE regarding the Born Free Foundation

QUOTE regarding the Franz Weber Foundation (*application was withdrawn in September 2015*)

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015, FACE, the Federation of Associations for Hunting and Conservations in the EU, is hereby submitting an objection to granting membership to the non-profit organization based in Switzerland, "Fondation Franz Weber" (FFW), pursuant to Regulation 15 of IUCN's Statutes.

After extensive review of FFW's application for IUCN membership, its cases, and website, FACE came to the conclusion that the organization is not suitable for IUCN membership as it does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. The principles and policies on the sustainable use of nature as a precondition for its conservation finds its roots in IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly in Perth affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them." Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favourable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

Further to IUCN's leadership, the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) were developed under the aegis of the Convention on Biological Diversity (CBD) and subsequently adopted by 7th Conference of the Parties in February 2004. The AAPGs set out the basis for the sustainable use of natural resources and consist of fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such

uses. They include a commitment by all Parties to identify, and remove or mitigate perverse incentives that inhibit sustainable use.

In the same year, the Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004). Herewith, IUCN members who are Parties to CBD are urged to honour the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29 "IUCN Policy Statement on Sustainable Use of Wild Living Resources". Again in 2004, IUCN Members meeting at the World Conservation Congress in Bangkok strengthened their resolve with the adoption of Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking greater integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. In the interim period between, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012); providing further guidance on the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. Most recently, Members gathering for the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

After extensive review of FFW's application for IUCN membership, its campaigns, and website, FACE strongly believes that the organization could be suitable for IUCN membership, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12. Their principle opposition to seal hunting and seal product trade is in clear opposition to IUCN's statutory objectives as stated in article 2. Seal hunting is the backbone of livelihoods of many people including indigenous communities in, for example, Canada. The ban on seal product trade into the EU is already destroying the traditional way of life and livelihoods of seal hunting nations.

Furthermore, FFW's focus on animal rights contradicts the very principles of wildlife conservation which hinges on the management of populations and ecosystems rather than on an emotional approach exploiting the ambiguity of a self-proclaimed "International Court of Justice for Animal Rights" whose aim is the abolition of cruel sports.

FFW fails to convincingly articulate their support, their application would oppose the majority of points under IUCN Statutes Part III (7) of the IUCN Statutes. The sustainable use of nature and natural resources for conservation is the second pillar of the Convention on Biological Diversity and is embedded in IUCN's mission and vision. FACE therefore objects FFW admission to IUCN.

END QUOTE regarding the Franz Weber Foundation

16. From IN/401 International Association of Fish and Wildlife Agencies, United States of America, received on 1 September 2015 regarding membership application from **the Animal Legal Defense Fund and the Born Free Foundation** (content further down).

QUOTE regarding the Animal Legal Defense Fund

With reference to the list of applicants for IUCN membership, the Association of Fish and Wildlife Agencies (AFWA) is officially lodging an objection to granting membership to the Animal Legal Defense Fund (ALDF), pursuant to Regulation 15 of IUCN's Statutes.

After extensive review of ALDF's application for IUCN membership, its cases, and website, the AFWA strongly believes that the organization does not fulfil most of the IUCN membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12. We believe that the objectives of ALDF are not aligned with the objectives of IUCN, Part III, 7(a). ALDF does not have a substantial record of activity in the conservation of nature and natural resources and therefore does not fulfill Part III, 7(b). Part III, 7(c) requires that an "...applicant embody to a substantial extent (i) the conservation of the integrity and diversity of nature..." ALDF's record of cases do not align with the conservation and integrity of nature nor do they align with IUCN's mission 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."

ALDF is an activist non-profit organization fighting cruelty to animals primarily through the legal system. Its motto on its documents/website is "Winning the case against cruelty." The organization's stated mission is "to protect the lives and advance the interests of animals through the legal system." ALDF promotes this mission by "filing high-impact lawsuits to protect animals from harm, providing free legal assistance and training to prosecutors to assure that animal abusers are punished for their crimes, supporting tough animal protection legislation and fighting harmful animal protection legislation, and providing resources and opportunities to law students and professionals to advance the emerging field of animal law." Over the past year or so, ALDF has engaged in cases relating to the beating of a Pomeranian dog, the selling of foie gras, the holding of an event involving running bulls, conditions in zoos, and medication of dogs in kennels.

AFWA's members are in favor of animal welfare (the humane treatment of animals), which must be distinguished from legal rights for animals. Animal rights nor animal welfare are not the same as equitable biodiversity conservation and can run counter to conservation in many instances. Protecting individual animals from cruelty and abuse has little to do with promoting effective, sustainable, and equitable biodiversity conservation. AFWA finds itself in large agreement with the formal position of The Wildlife Society on animal rights. Founded in 1937, The Wildlife Society's mission is "To inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitats through science-based management and conservation." Their primary position is that the "philosophy of animal rights is largely incompatible with science-based conservation and management of wildlife. Strict adherence to these [animal rights] beliefs would preclude many of the science-based management techniques that professional wildlife biologists use, such as aversive conditioning, the capture and marking of animals for research, or lethal control of over-abundant, invasive, or diseased animals. (TWS position paper, September 2011)."

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation. The principles and policies on the sustainable use of nature arose from the IUCN's 1980 World Conservation Strategy. In 1990, the IUCN General Assembly affirmed this principle in its Recommendation 18.24 "Conservation of Wildlife through Wise Use as a Renewable Natural Resource." Resolution 2.29 adopted by the

Assembly in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" stating that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them."

The Member's Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity." The Addis Ababa Principles and Guidelines are congruent with the Resolution 2.29. Most recently, IUCN members at the 2012 World Conservation Congress in Jeju reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

The 50 U.S. state fish and wildlife agencies (the members of the Association of Fish and Wildlife Agencies) have legal authority to manage and conserve fish and wildlife, which they hold in a public trust for their citizens. To fulfill their missions, the U.S. state fish and wildlife agencies are required to manage habitats and wildlife population with the best available science. They also subscribe to the sustainable, equitable use of wildlife that is rooted in the North American Model of Conservation. Numerous wildlife management tools are needed to manage wildlife populations and the communities/habitats on which they depend, including hunting and trapping, relocation of wildlife, and wildlife removal. ALDF's focus on the rights and welfare of individual animals can be in direct conflict with the sustainable/ecological use and conservation of biodiversity and natural resources that is the mandate of our member fish and wildlife agencies. This happens in particular when suits are filed against our member agencies that limit their ability to manage biodiversity and the equitable and sustainable use of biodiversity by the U.S. public. Animal Legal Defense Fund conducts no work that is directly or indirectly aimed at biodiversity conservation and therefore is not an appropriate member of IUCN.

We believe that ALDF does not fulfill the requirements for membership in IUCN and appreciate your consideration of our objection to their membership.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

With reference to the list of applicants for IUCN membership, the Association of Fish and Wildlife Agencies (AFWA) is officially lodging an objection to granting membership to the national non-governmental organization based in the United Kingdom, Born Free Foundation (BFF), pursuant to Regulation 15 of IUCN's Statutes.

After review of BFF's application for IUCN membership, its campaigns, and website, the AFWA strongly believes that the organization does not fulfill most of the IUCN membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12. We believe that the objectives of BFF are not aligned with the objectives of IUCN, Part III, 7(a), Part III, 7(b), Part III, 7(c) and IUCN's mission 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."

BFF does not support the objectives in IUCN Statutes Part II (2) and the activity to attain the objective as articulated in Part II, 3(h). In particular, BFF fails to convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. The website of BFF includes

numerous categorical messages against trophy hunting. IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The 2014 World Conservation Congress adopted Recommendation 3.093. It states that it “Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation” and further, that it “accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations.”

Part III, 7(b) of the IUCN Statutes requires that an applicant has a substantial record of activity in the conservation of nature and natural resources and BFF’s has not demonstrated by their actions that they meet this requirement. Furthermore, BFF does not embody, to a substantial extent, the aim to ensure that any use of natural resources is equitable and ecologically sustainable (Part III, 7(c) when they are, in fact, against the sustainable use of natural resources as demonstrated by their campaigns against the sustainable use of wildlife through legal and sustainable hunting.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation. The principles and policies on the sustainable use of nature arose from the IUCN’s 1980 World Conservation Strategy. In 1990, the IUCN General Assembly affirmed this principle in its Recommendation 18.24 “Conservation of Wildlife through Wise Use as a Renewable Natural Resource.” Resolution 2.29 adopted by the Assembly in 2000 laid out the Union’s “Policy Statement on Sustainable Use of Wild Living Resources” stating that the “Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them.”

The Member’s Assembly of the 3rd IUCN World Conservation Congress (Bangkok, 2004) adopted Resolution 3.074 “Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity.” The Addis Ababa Principles and Guidelines are congruent with the Resolution 2.29. Most recently, IUCN members at the 2012 World Conservation Congress in Jeju reinforced IUCN’s policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN “Respecting ecologically sustainable use of abundant biological resources”, as well as the establishment of the “Collaborative Partnership on Wildlife” adopted as WCC-2012-Res-119-EN. Whereas it is laudable to avoid the suffering of animals in aquaria and zoos, the activity is only marginally connected to the conservation of biodiversity. AFWA’s members (the 50 U.S. state fish and wildlife agencies) are in favor of animal welfare (the humane treatment of animals), which must be distinguished from legal rights for animals. Animal rights nor animal welfare are not the same as equitable biodiversity conservation and can run counter to conservation in many instances. Protecting individual animals from cruelty and abuse has little to do with promoting effective, sustainable, and equitable biodiversity conservation.

AFWA finds itself in large agreement with the formal position of The Wildlife Society on animal rights. Founded in 1937, The Wildlife Society’s mission is “To inspire, empower, and enable wildlife professionals to sustain wildlife populations and habitats through science-based management and conservation.” Their primary position is that the “philosophy of animal rights is largely incompatible with science-based conservation and management of wildlife. Strict adherence to these [animal rights] beliefs would preclude many of the science-based management techniques that professional wildlife biologists use, such as aversive conditioning, the capture and marking of animals for research, or lethal control of over-abundant, invasive, or diseased animals. (TWS position paper, September 2011).”

We believe that BFF does not fulfil the requirements for membership in IUCN and appreciate your consideration of our objection to their membership.

END QUOTE regarding the Born Free Foundation

17. From GA/145 Ministry of Environment and Tourism, Namibia received on 1 September 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation and the Franz Weber Foundation** (*the last application was withdrawn in September 2015*).

QUOTE

The Government of Namibia has reviewed the list of applications for IUCN Membership to be considered by IUCN Council in October 2015. Namibia, in her capacity as a member State to IUCN would like to formally objection against the membership applications for Animal Legal Defense Fund, Foundation Franz Weber and The Born Free Foundation.

Our objection is based on the fact that the objectives of these organisations are not aligned with IUCN's mission 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". It is well known that, these organisations do not support any form of sustainable utilisation of wildlife. These are actually animal rights Organisations fighting cruelty to animals. While this is no doubt a worthy cause, protecting individual animals from cruelty and abuse has little to do with promoting effective and equitable biodiversity conservation.

Based on that, Namibia vehemently opposes the three applications for IUCN membership.

END QUOTE

18. From IN/24890 Conservation Force Inc., United States of America received on 2 September 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation and the Franz Weber Foundation** (*the last application was withdrawn in September 2015*).

QUOTE

Conservation Force wishes to formally object to the membership of three membership applicants. The objectionable applicants are Animal Legal Defense Fund (ALDF), the Born Free Foundation (BFF) and Fondation Franz Weber (FFW) (*application was withdrawn*).

Conservation Force has long known the ADLF and BFF. They are not wildlife or habitat conservation organizations. Instead, they are advocacy animals rights organizations vehemently against the conservation or essential management of wildlife. They would prefer that wildlife cease to exist rather than be utilized sustainably and are opposed to licensed, regulated hunting. They oppose the existence, funding and operation of state wildlife agencies. They have opposed the CITES quotas for markhor, cheetah, rhino, crocodile, etc. They oppose the user-pay conservation systems - even the best in the world. They regularly oppose the most celebrated and successful recovery programs and do everything possible to block their existence without any concern for the consequences to livelihoods and wildlife. Because of their ideology, they would compromise IUCN and its members.

These three organizations are anti-hunting even though licensed, regulated hunting is an essential pillar of habitat, wildlife management budget revenue and control of poaching.

They are not simply not primarily conservation organizations, they are combative enemies of many conservation projects and agencies. They have actively been engaged in obstructing conservation efforts.

END QUOTE

19. From NG/923 British and Irish Association of Zoos and Aquariums, United Kingdom received on 3 September 2015 regarding membership application from the Animal Legal Defense Fund and the Born Free Foundation.

QUOTE

BIAZA, as a member of the IUCN would like to raise an objection to the application for membership of the IUCN by both The Born Free Foundation (BFF) United Kingdom, and the Animal Legal Defense Fund (ALDF) USA.

BIAZA is an organisation of 110 zoos and aquariums within Britain and Ireland with strong conservation remits, many of whom are IUCN members within their own right, and support / facilitate the work of the IUCN in a variety of ways. BIAZA, itself, is a supporter of the work of the IUCN, particularly the Species Survival Commission. Much of the recent work of the IUCN has clearly recognised the value of the zoo and aquarium community e.g. Guidelines on the Use of Ex-situ Management for Species Conservation, for Reintroductions and for the Placement of Confiscated Animals.

We believe that neither of these organisations can be seen to be supportive of attaining IUCN objective 3(c) (*promotes enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners*), and therefore cannot be said to meet the following requirements of IUCN membership:

Statute Article 7:

- (a) the applicant shares and supports the objectives of the IUCN;
- (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources;
- (d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of the IUCN

Even within the applications of both organisations there is clear reference to the values and activities of these organisations that demonstrate their conflict with the above IUCN objective and existing IUCN members, in particular the zoo and aquarium community.

The Born Free Foundation application clearly states that:

“The Born Free Foundation is.....against the exploitation of wild animals, particularly in zoos....”

The Born Free Foundation website is clear in their anti-zoo message in many examples

- Born Free's 21st Century vision - an end to all zoos, keep wildlife in the wild!
<http://www.bornfree.org.uk/campaigns/zoo-check/captive-wildlife-issues/>
- “Born Free believes wildlife belongs in the wild and works to phase out zoos”
<http://www.bornfree.org.uk/about-us/mission-statement/>

- “The Zoo Check programme is at the heart of Born Free, and since 1984 has worked to prevent captive animal suffering and phase out zoos”
<http://www.bornfree.org.uk/campaigns/zoo-check/>
- “The Born Free Foundation believes that the conservation benefits claimed by zoos do not justify the keeping of wild animals in captivity, and challenges the effectiveness of captivity-based conservation and education”
<http://www.bornfree.org.uk/campaigns/zoo-check/zoos/>
- “Born Free...encourages an informed public to redirect their support away from keeping wild animals in captivity to their protection in the wild.”
<http://www.bornfree.org.uk/campaigns/zoo-check/zoos/>

The ALDF also clearly demonstrates on its website an agenda that conflicts with the work of existing IUCN members and will hinder cooperation within the IUCN membership.

- “More apes are bred in the misery of zoos...” <http://aldf.org/casescampaigns/petitions/sign-the-petition-model-ordinance-for-great-apes/>

It is also clear from their ‘victories’ page that there will be a continued emphasis on anti-zoo campaigns and litigation <http://aldf.org/cases-campaigns/victories/>

Whilst we (BIAZA, other zoo associations and our members) recognise the need to react to those zoos and aquariums with poor standards and no input to conservation, we feel that both BFF and ALDF refuse to differentiate between the legitimate zoo and aquarium community and the rest. Instead they implement a ‘blanket approach’ which deliberately impacts on the reputation of association zoos and aquariums (whether BIAZA, EAZA, AZA or WAZA) and devalues the cooperative efforts already in place between a number of IUCN members.

Currently there is an obvious appetite for increased cooperation between the IUCN and the zoo community, with initiatives and projects being championed on both sides. This positive atmosphere can only be considered beneficial to our common goals. The inclusion of two members with such clear anti- zoo agendas can only weaken these links and negatively impact on the conservation community as a whole.

END QUOTE

20. From NG/64 Deutscher Jagdverband e. V, Germany received on 3 September 2015 regarding membership application from **the Animal Legal Defense Fund and the Born Free Foundation** (content further down).

QUOTE regarding the Animal Legal Defense Fund

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015 and pursuant to Regulation 15 of IUCN’s Statutes, we officially submit an objection against granting membership to the US-based non-governmental organization “Animal Legal Defense Fund” (ALDF).

After review of ALDF’s application for membership, its campaigns, and website, it is obvious that the organization is ineligible for IUCN membership as it does not fulfil important membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

For IUCN the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. This was confirmed by several motions, e.g.:

- Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004);
- IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012);
- At the 2012 World Conservation Congress in Jeju members reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

Having reviewed ALDF's application and website and the presented cases, we are convinced, that ALDF is in violation of IUCN Statutes Part II (2) and the activity to attain the objective as articulated in Part II, 3(h), (j) and (l). We also found that ALDF does not share the objectives of IUCN, Part III, 7(a). Their work has little to do with nature, wildlife, biodiversity, and/or conservation. The organization does not build alliances for conservation, strengthen the capacity of its Members to conserve biological diversity at the global or regional level; encourage research related to the conservation of nature and natural resources; provide a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social, and political dimensions; prepare and disseminate statements on conservation; enable societies to enjoy the benefits provided sustainably by nature and natural resources; assist in the development of mechanisms for debating and resolving international environmental issues; contribute to the preparation of international agreements relevant to the conservation of nature and natural resources; nor do they take any other appropriate action which will promote the conservation of nature and natural resources.

We have also determined that ALDF does not comply with Part III, 7(b) as it does not have a substantial record of activity in the conservation of nature and natural resources. Furthermore it does not fulfil the criteria of Part III, 7(c) – neither (i) nor (ii) or (iii). ALDF's activities may be important for improving animal welfare, but there is no connection to the promotion of effective and equitable biodiversity conservation. On the contrary, putting the focus on animal welfare can even harm conservation efforts, for example by opposing against aquaria and zoos which can play an important role in ex-situ conservation. ALDF does also support cases against the use of fur products. But the use of fur derived from sustainable hunting and trapping can support conservation objectives.

Even the application itself is unmasking the aims of ALDF as being not in line with IUCN statutes. Neither the "Description of your organization/institution", nor the "Mission/Vision of your organization/institution" or the description of "Summary of your organization's/institution's objectives as they appear in your Statutes / Bylaws / Articles of Association / other statutory document" does not provide any evidence that the organization has to do with conservation issues. ALDF is an animal welfare and "animal right" organization and any support of conservation is only a side effect of their activities. Some activities can even harm IUCN goals and activities. The achievements described show some examples of these (sometimes positive) side-effects (e.g. the strengthening of the ability of nonprofits to bring cases to court, the lawsuit against the U.S. Navy training and testing activities off the coast of Southern California and Hawaii, the petition to regulate greenhouse gas emissions from animal agriculture and the lawsuit against the California Department of Transportation to remove netting from bridge overpasses at a highway-widening project) but the main objective of these activities is to strengthen the "rights of non-human animals" – which can also have an extremely negative impact on conservation issues.

Additionally we support the objection made by the International Council for Game and Wildlife Conservation (CIC).

We kindly ask the IUCN Council and Bureau to consider our objection against IUCN membership of ALDF.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

With reference to the list of applicants for IUCN membership that was sent to members on August 6th, 2015 and pursuant to Regulation 15 of IUCN's Statutes, we officially submit an objection against granting membership to the UK-based non-governmental organization "The Born Free Foundation" (BFF).

After review of BFF's application for membership, its campaigns, and website, it is obvious that the organization is ineligible for IUCN membership as it does not fulfil important membership requirements, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

For IUCN the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programmes. This was confirmed by several motions, e.g.:

- Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity" was adopted by the 3rd IUCN World Conservation Congress (Bangkok, 2004);
- IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012);

- At the 2012 World Conservation Congress in Jeju members reinforced IUCN's policy toward the sustainable use of nature by adopting Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

We are convinced, that BFF is in violation of IUCN Statutes Part II (2) and the activity to attain the objective as articulated in Part II, 3(h). BFF fails to convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources.

BFF is, in fact, against the sustainable use of natural resources. BFF does not meet the criteria, according to Part III, 7(d) of the IUCN Statutes, which requires that applicants do not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN. While the activities and achievements described in the application seem to be perfectly in line with IUCN Statutes, research shows that BFF campaigns against the sustainable use of wildlife through hunting.

The website of BFF includes numerous categorical messages against trophy hunting and the harvesting of bushmeat while the Convention on Biological Diversity (CBD) and IUCN regard trophy hunting as likely to contribute to conservation and equitably share the benefits of the use of the resource and regard sustainable use as the second pillar of conservation.

It seems difficult to conclude, according to Part III, 7(b) of the IUCN Statutes, that BFF has a substantial record of activity in the conservation of nature and natural resources. Furthermore, BFF completely misses the point contained in Part III, 7(c)(ii) and (iii) when they are, in fact, against the sustainable use of natural resources. BFF does not meet the criteria, according to Part III, 7(d) of the IUCN Statutes, which requires that applicants do not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN, and BFF campaigns against the sustainable use of wildlife through hunting.

BFF's activities may be important for improving animal welfare, but there is no connection to the promotion of effective and equitable biodiversity conservation. On the contrary, putting the focus on animal welfare can even harm conservation efforts, for example by opposing against aquaria and zoos which can play an important role in ex-situ conservation.

Additionally we support the objections made by the International Council for Game and Wildlife Conservation (CIC).

We kindly ask the IUCN Council and Bureau to consider our objection against IUCN membership of BFF.

END QUOTE regarding the Born Free Foundation

21. From IN/352 International Council of Environmental Law, Germany received on 3 September 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation** (content further down) **and the Franz Weber Foundation** (content further down) *(the last application was withdrawn in September 2015)*.

QUOTE regarding the Animal Legal Defense Fund

In response to the announcement dated 6 August 2015 inviting IUCN Members to review new applications for IUCN membership to be considered by the IUCN Council in October 2015, the International Council of Environmental Law (ICEL) herewith lodges its objection to granting membership to “The Animal Legal Defense Fund” (ALDF), pursuant to Regulation 15 of IUCN’s Statutes. After review of ALDF’s application for IUCN membership, its cases, and website, ICEL concludes that the organization is ineligible for IUCN membership. ADLF does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7, as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programs. The principles and policies on the sustainable use of nature as a precondition for its conservation, find their roots in IUCN’s 1980 World Conservation Strategy, have taken hold in multilateral environmental agreements, been applied at national levels, and remain a pillar of IUCN’s objectives.

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IUCN’s early leadership led to the development of the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) under the aegis of the Convention on Biological Diversity (CBD). Subsequently adopted by 7th Conference of the Parties in 2004, the AAPGs build the foundation for the sustainable use of natural resources. Among the fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses, Parties to CBD have committed to identifying, removing or mitigating perverse incentives that inhibit sustainable use.

Later in 2004, the Members’ Assembly of the 3rd IUCN World Conservation Congress (Bangkok) adopted Resolution 3.074 “Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity”. Herewith, IUCN Members who are Parties to CBD are urged to honor the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29. The Assembly in Bangkok also strengthened IUCN’s resolve at regional levels, adopting Resolution 3.093 “Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa”.

Seeking further integration of IUCN’s policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 “Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity” during the 2008 World Conservation Congress in Barcelona. During the interim quadrennial period from 2008 – 2012, IUCN’s Species

Survival Commission (SSC) produced its “Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives” (2012). SSC’s guidance supported the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. IUCN’s policy toward the sustainable use of nature was reinforced by its Members in 2012 with the adoption of Resolutions WCC-2012-REC-179-EN “Respecting ecologically sustainable use of abundant biological resources”, as well as the establishment of the “Collaborative Partnership on Wildlife” adopted as WCC-2012-Res-119-EN.

ADLF’s purposes and resulting activities are not in line with the principles and policies of IUCN. The organization does not conform with the objectives of IUCN to “...conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable” (IUCN Statutes, Part II(2)). This is contrary to the objectives of IUCN following the Statutes Parts III, 7(a) and III, 7(b). It also does not “... embody to a substantial extent: ... the aim to ensure that any use of natural resources is equitable and ecologically sustainable” (IUCN Statutes, Part III, (7)(c)(ii)). Therefore, the applicant does pursue “...objectives or carry out activities that conflict with the objectives or activities of IUCN” (IUCN Statutes, Part III, (7)(d)).

In view to the evidence provided, ICEL fails to understand the reasons for ADLF’s membership application reaching the current stage of consideration by Members.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

In response to the announcement dated 6 August 2015 inviting IUCN Members to review new applications for IUCN membership to be considered by the IUCN Council in October 2015, the International Council of Environmental Law (ICEL) herewith lodges its objection to granting membership to “The Born Free Foundation” (BFF), pursuant to Regulation 15 of IUCN’s Statutes.

After review of BFF’s application for IUCN membership, its campaigns, and website, ICEL concludes that the organization is ineligible for IUCN membership. BFF does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7, as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12. In its application and public information, BFF fails to substantiate that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits of the sustainable use and conservation of nature and natural resources.

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BFF's purposes and resulting activities are not in line with the principles and policies of IUCN. The organization does not conform with the objectives of IUCN to "...conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable" (IUCN Statutes, Part II(2)). This is contrary to the objectives of IUCN following the Statutes Parts III, 7(a) and III, 7(b). It also does not "... embody to a substantial extent: ... the aim to ensure that any use of natural resources is equitable and ecologically sustainable" (IUCN Statutes, Part III, (7)(c)(ii)). Therefore, the applicant does pursue "...objectives or carry out activities that conflict with the objectives or activities of IUCN" (IUCN Statutes, Part III, (7)(d)).

BFF carries out laudable activities for rescuing individual animals from suffering, but fails to convincingly demonstrate their role in biodiversity conservation. While important for improving animal welfare, BFF's work is marginally connected to the promotion of effective and equitable biodiversity conservation.

END QUOTE regarding the Born Free Foundation

QUOTE regarding the Franz Weber Foundation (*application was withdrawn in September 2015*)

In response to the announcement dated 6 August 2015 inviting IUCN Members to review new applications for IUCN membership to be considered by the IUCN Council in October 2015, the International Council of Environmental Law (ICEL) herewith lodges its objection to the application by the “Fondation Franz Weber”, pursuant to Regulation 15 of the IUCN Statutes.

The application, in its current form, does not satisfactorily describe how the FFW fulfills the objectives of IUCN. The IUCN membership application form, in addition to publicly available information, does not adequately describe how the organization’s activities are in line with the principles and policies of IUCN. It remains unclear to ICEL how FFW supports the objectives of IUCN to “...conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable” (IUCN Statutes, Part II(2)).

After review of FFW’s application for IUCN membership, its campaigns, and website, ICEL concludes that the organization could be suitable for IUCN membership, as outlined in Statute Articles 5 and 7 as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12. Its work does in many instances support IUCN’s objectives, however, the information provided by FFW in its application and website does not substantiate the organization’s stance on the sustainable use of nature and natural resources, except its opposition to seal hunting and seal product trade. The latter is the backbone of livelihoods of many people including indigenous communities. For example, in Canada, the ban on the trade in seal products in the EU has contributed to the erosion of traditional ways of life and livelihoods in those seal hunting nations.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programs. The principles and policies on the sustainable use of nature as a precondition for its conservation, find their roots in IUCN’s 1980 World Conservation Strategy, have taken hold in multilateral environmental agreements, been applied at national levels, and remain a pillar of IUCN’s objectives.

In 1990, the IUCN General Assembly in Perth affirmed the principle of the sustainable use of nature and natural resources, adopting Recommendation 18.24 “Conservation of Wildlife through Wise Use as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union’s “Policy Statement on Sustainable Use of Wild Living Resources” affirming that the “Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them”. Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favorable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

IUCN’s early leadership led to the development of the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity (AAPG) under the aegis of the Convention on Biological Diversity (CBD). Subsequently adopted by 7th Conference of the Parties in 2004, the AAPGs build the foundation for the sustainable use of natural resources. Among the fourteen interdependent principles and operational guidelines to govern the use of biodiversity and to ensure the sustainability of such uses, Parties to CBD have committed to identifying, removing or mitigating perverse incentives that inhibit sustainable use.

Later in 2004, the Members’ Assembly of the 3rd IUCN World Conservation Congress (Bangkok) adopted Resolution 3.074 “Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity”. Herewith, IUCN members who are Parties to CBD are urged to honor the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29. The Assembly in Bangkok also strengthened

IUCN's resolve at regional levels, adopting Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking further integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. During the quadrennial program period from 2008 – 2012, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012). SSC's guidance supported the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. IUCN's policy toward the sustainable use of nature was reinforced by its members in 2012 with the adoption of Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

Bearing these facts, ICEL requests a clear statement from FFW as to whether they support the sustainable use of nature and natural resources for conservation in line with the objectives of IUCN as laid out in its Statutes. Failing to articulate their support, FFW's current application would be in opposition to Part III (7) of the IUCN Statutes.

END QUOTE regarding the Franz Weber Foundation

22. From NG/66 Schutzgemeinschaft Deutsches Wild (Stiftung zur Erhaltung der freilebenden Tierwelt) (German Wildlife Conservation Association), Germany received on 3 September 2015 regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation** (content further down) **and the Franz Weber Foundation** (content further down) *(the last application was withdrawn in September 2015).*

QUOTE regarding the Animal Legal Defense Fund

In response to the announcement dated 6 August 2015 inviting IUCN Members to review new applications for IUCN membership to be considered by the IUCN Council in October 2015, the Schutzgemeinschaft Deutsches Wild (SDWi) herewith lodges its objection to granting membership to "The Animal Legal Defense Fund" (ALDF), pursuant to Regulation 15 of IUCN's Statutes. After review of ALDF's application for IUCN membership, its cases, and website, SDWi concludes that the organization is ineligible for IUCN membership. ALDF does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7, as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12.

IUCN has long recognized that the sustainable use of wildlife can form an integral and legitimate component of environmental and natural resource conservation programs. The principles and policies on the sustainable use of nature as a precondition for its conservation, find their roots in IUCN's 1980 World Conservation Strategy, have taken hold in multilateral environmental agreements, been applied at national levels, and remain a pillar of IUCN's objectives.

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ALDF's purposes and resulting activities are not in line with the principles and policies of IUCN. The organization does not conform with the objectives of IUCN to "...conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable" (IUCN Statutes, Part II(2)). This is contrary to the objectives of IUCN following the Statutes Parts III, 7(a) and III, 7(b). It also does not "... embody to a substantial extent: ... the aim to ensure that any use of natural resources is equitable and ecologically sustainable" (IUCN Statutes, Part III, (7)(c)(ii)). Therefore, the applicant does pursue "...objectives or carry out activities that conflict with the objectives or activities of IUCN" (IUCN Statutes, Part III, (7)(d)).

In view to the evidence provided, we fail to understand the reasons for ALDF's membership application reaching the current stage of consideration by Members.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

In response to the announcement dated 6 August 2015 inviting IUCN Members to review new applications for IUCN membership to be considered by the IUCN Council in October 2015, the Schutzgemeinschaft Deutsches Wild (SDWi) herewith lodges its objection to granting membership to “The Born Free Foundation” (BFF), pursuant to Regulation 15 of IUCN’s Statutes. After review of BFF’s application for IUCN membership, its campaigns, and website, SDWi concludes that the organization is ineligible for IUCN membership. BFF does not fulfil most of the membership requirements, as outlined in Statute Articles 5 and 7, as well as IUCN Regulations 4, 5, 6, 7, 8, 9, 10, and 12. In its application and public information, BFF fails to substantiate that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits of the sustainable use and conservation of nature and natural resources.

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QUOTE regarding the Franz Weber Foundation (*application was withdrawn in September 2015*)

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as a Renewable Natural Resource. Resolution 2.29 adopted by the Assembly in Amman in 2000 laid out the Union's "Policy Statement on Sustainable Use of Wild Living Resources" affirming that the "Use of wild living resources, if sustainable, is an important conservation tool because the social and economic benefits derived from such use provide incentives for people to conserve them". Thus, the policy was set forth that the sustainable use of wildlife can contribute to biodiversity conservation while recognizing that where an economic value can be attached to a wild living resource, perverse incentives are removed, costs and benefits internalized, and favorable conditions created for investment in conservation and sustainable use; reducing the risk of resource degradation, depletion, and habitat conversion.

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Later in 2004, the Members' Assembly of the 3rd IUCN World Conservation Congress (Bangkok) adopted Resolution 3.074 "Implementing the Addis Ababa Principles and Guidelines for Sustainable Use of Biodiversity". Herewith, IUCN members who are Parties to CBD are urged to honor the commitments they have made through the Addis Ababa Principles and Guidelines, and which are fully congruent with the preceding Resolution 2.29. The Assembly in Bangkok also strengthened IUCN's resolve at regional levels, adopting Resolution 3.093 "Application of the IUCN Sustainable Use Policy to sustainable consumptive use of wildlife and recreational hunting in southern Africa". Seeking further integration of IUCN's policies and the AAPGs at regional and national levels, IUCN Members adopted Resolution 4.026 "Trust building for biodiversity conservation and sustainable use in line with the European Charter on Hunting and Biodiversity" during the 2008 World Conservation Congress in Barcelona. During the quadrennial program period from 2008 – 2012, IUCN's Species Survival Commission (SSC) produced its "Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives" (2012). SSC's guidance supported the sustainability of trophy hunting - including highly threatened species - to maximize its contribution to conservation and ensure engagement of local human communities in producing net-positive impacts. IUCN's policy toward the sustainable use of nature was reinforced by its members in 2012 with the adoption of Resolutions WCC-2012-REC-179-EN "Respecting ecologically sustainable use of abundant biological resources", as well as the establishment of the "Collaborative Partnership on Wildlife" adopted as WCC-2012-Res-119-EN.

Bearing these facts, SDWi requests a clear statement from FFW as to whether they support the sustainable use of nature and natural resources for conservation in line with the objectives of IUCN as laid out in its Statutes. Failing to articulate their support, FFW's current application would be in opposition to Part III (7) of the IUCN Statutes.

END QUOTE regarding the Franz Weber Foundation

23. From NG/25500 The Dallas Safari Club, United States of America received on 2 September 2015 regarding membership application from **the Animal Legal Defense Fund and the Born Free Foundation** (content further down).

QUOTE regarding the Animal Legal Defense Fund

On behalf of Dallas Safari Club (“DSC” herein), please accept this letter as the organization’s objection to the application for membership of Animal Legal Defense Fund (sometimes referred to “ALDF” herein).

DSC has reviewed the application for membership, the IUCN membership requirements as set forth in Articles 5 and 7 of the IUCN and IUCN Regulations 4 through 10 and Regulation 12. DSC has spent considerable time researching and reviewing the qualifications of ALDF, its history, its mission and its position on matters that DSC believes to be central to the core values of IUCN.

ALDF, as evidenced by its website, is an organization that fights animal cruelty through lawsuits and the Court system, filing and prosecuting high –impact lawsuits to protect animals through the legal system, “providing free legal assistance and training of prosecutors to assure that animal abusers are punished for their crimes, supporting tough animal protection legislation and fighting harmful animal protection legislation and providing resources and opportunities to law students and professionals to advance the emerging field of animal law”. In Texas and most other States, “animal law” has unfortunately become synonymous with animal rights law. Nowhere in its website or public statements is there any indication that ALDF believes in, accepts or adheres to the core objectives of IUCN and nowhere is there any evidence of any effort on the part of ALDF to promote or advance biodiversity conservation.

In the course of DSC’s due diligence in considering and preparing its own application for membership in IUCN, we learned of IUCN’s long stated and reasoned position on the value and benefits of sustainable use practice and policy, a position that is at the core of DSC. IUCN has stated its position in its 1980 World Conservation Strategy and in its Recommendations and Resolutions adopted in subsequent years. Those policy statements clearly comport with and advance the objectives set forth in Article 2 of the IUCN Statutes. ALDF does not support sustainable consumptive use, or conservation policy based on a sustainable use model. DSC believes that ALDF stands in contradiction and opposition to Article II (2) and Article II (3) (g), (h) and (l) of the IUCN Statutes. The objectives and mission of ALDF simply do not comport or support the mission of the IUCN.

There is little doubt that the future of wildlife and wild habitat is at an increasingly critical juncture in time. Those who oppose the policy and determinations of the IUCN, policies developed over many years with input and consideration from the most respected minds on these subjects, should not be given the platform of IUCN membership to undermine IUCN policy.

For the reasons stated above, Dallas Safari Club objects to the admission of Animal Legal Defense Fund as a member of the International Union for Conservation of Nature and respectfully requests that the IUCN reject the application.

Thank you for your consideration of this objection and the opportunity to be heard on this important matter.

END QUOTE regarding the Animal Legal Defense Fund

QUOTE regarding the Born Free Foundation

On behalf of Dallas Safari Club (“DSC” herein), please accept this letter as the organization’s objection to the application for membership of the Born Free Foundation (sometimes referred to “BFF” herein).

DSC has reviewed the application for membership, the IUCN membership requirements as set forth in Articles 5 and 7 of the IUCN and IUCN Regulations 4 through 10 and Regulation 12. DSC has spent considerable time researching and reviewing the qualifications of BFF, its history, its mission and its position on matters that DSC believes to be central to the core of IUCN.

In the course of DSC’s due diligence in considering and preparing its own application for membership in IUCN, we learned of IUCN’s long stated and reasoned position on the value and benefits of sustainable use practice and policy, a position that is at the core of DSC. Our research indicates that the IUCN’s position has been stated and affirmed on several occasions over the years, and we are convinced that DSC’s acceptance and admission was certainly influenced by the Club’s long standing advocacy for sustainable use policy and practice. IUCN has stated its position in its 1980 World Conservation Strategy and in its Recommendations and Resolutions adopted in subsequent years. Those policy statements clearly comport with and advance the objectives set forth in Article 2 of the IUCN Statutes.

BFF has not demonstrated adherence or acceptance of that policy or position, and to the contrary, has spoken out in opposition to sustainable use hunting, whether under the guise of sport hunting, trophy hunting or hunting in general, either directly or through membership or affiliation with organizations like the Species Survival Network. Our review of information relative to BFF indicates a fundamental opposition to consumptive sustainable use. BFF representatives, including its founder Virginia McKenna, have among other things, called for an end to lion hunting and have spoken out against the re-establishment of hunting in Kenya. BFF’s website states, in connection with comments about Kenya, “Even more disturbing are the flawed arguments used to promote hunting as beneficial to conservation”. The position of BFF, as gleaned from its own public statements, expressly violates and contradicts the policy of IUCN. DSC believes that BFF stands in contradiction and opposition to Article II (2) and Article II (3) (g), (h) and (l) of the IUCN Statutes.

BFF’s mission to protect individual animals from undue suffering, while admirable, does not overcome its direct opposition to conservation, management and protection of wild animals and wild habitat through sustainable use practice and policy. There is little doubt that the future of wildlife and wild habitat is at an increasingly critical juncture in time. DSC would hope that hyperbole and emotion-driven argument would not overtake or counteract sound and science-based policy. Those who oppose the policy and determinations of the IUCN, policies developed over many years with input and consideration from the most respected minds on these subjects, should not be given the platform of IUCN membership to undermine IUCN policy.

For the reasons stated above, Dallas Safari Club objects to the admission of the Born Free Foundation as a member of the International Union for Conservation of Nature and respectfully requests that the IUCN reject the application.

Thank you for your consideration of this objection and the opportunity to be heard on this important matter.

END QUOTE regarding the Born Free Foundation

24. From NG/940 The North of England Zoological Society (Chester Zoo), United Kingdom received on 4 September 2015 (after the deadline for receiving objections) regarding membership application from **the Animal Legal Defense Fund and the Born Free Foundation.**

QUOTE

The North of England Zoological Society (Chester Zoo), as a member of the IUCN would like to raise an objection to the application for membership of the IUCN by both The Born Free Foundation (BFF) United Kingdom, and the Animal Legal Defense Fund (ALDF) USA.

Chester Zoo is a strong supporter of the IUCN, particularly through the IUCN SSC. Our support includes close collaboration with specialist groups on a number of field and ex-situ focussed conservation projects, significant contribution to the CBSG, as well as financial support to the IUCN SSC chair, Simon Stuart. Chester Zoo staff also play a direct technical role in many IUCN specialist groups and have been very encouraged with the increasing recognition by the IUCN of the value of the zoo and aquarium community to conservation e.g. Guidelines on the Use of Ex-situ Management for Species Conservation, for Reintroductions and for the Placement of Confiscated Animals.

We believe that neither the Born Free Foundation or the Animal Legal Defense Fund could be seen to be supportive of attaining IUCN objective 3(c) *promotes enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners*, and therefore cannot be said to meet the requirements of IUCN membership as stated in Statute Article 7:

- (a) the applicant shares and supports the objectives of the IUCN;
- (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources;
- (d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of the IUCN

The Born Free Foundation and the Animal Legal Defense Fund are both openly against the existence of zoos; a stance which I believe is directly contrary to the recognised ex-situ conservation strategies of the IUCN, as well as in direct conflict with the mission zoos that are members, or supporters, of the IUCN and who are uniquely positioned to provide ex-situ conservation expertise and opportunities to complement holistic species conservation strategies.

Currently there is an obvious appetite for increased cooperation between the IUCN and the zoo community, with initiatives and projects being championed on both sides. This positive atmosphere can only be considered beneficial to our common goals. The inclusion of two members with such clear anti- zoo agendas can only weaken these links and negatively impact on the conservation community as a whole.

END QUOTE

25. From NG/1538 The Zoologischer Garten Köln (Cologne Zoological Garden), Germany received on 8 September 2015 (after the deadline for receiving objections but letter is dated 30 August) regarding membership application from **the Animal Legal Defense Fund, the Born Free Foundation and the Franz Weber Foundation** (*the last application was withdrawn in September 2015*).

QUOTE

as member of the IUCN and active in the Conservation Breeding Specialist Group, Cologne Zoo has to express his concern about three of the below mentioned applications. From our point of view they do not meet the requirements stipulated in the IUCN Statutes and Regulations:

- Nr 7 Animal Legal Defense Fund
- Nr 17 Foundation Franz Weber
- Nr 19 The Born Free Foundation

You should know that these three organizations are members of the Species Survival Network (SSN). This is an international coalition of 109 non-governmental organizations whose membership is essentially composed of animal welfare, animal rights and rather extreme "conservation" activist organizations.

But in the IUCN Statutes we clearly stipulate that:

(2) The objectives of IUCN shall be 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, and

(3) To attain these objectives, IUCN:

(h) influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and national resources.

But:

- a) these organizations oppose any utilisation of wildlife of any kind as a matter of principle and
- b) these organizations act as strong and extreme lobbyists against use and even blocking discussions in the CITES bodies.

So we cannot understand for what reasons these organizations might wish to join the IUCN as members.

We respectfully request the IUCN Council to reject the three applications mentioned above.

END QUOTE

CONCERNS RECEIVED (NOT TO BE CONSIDERED AS OFFICIAL OBJECTIONS)

- 1. From NG/69 Zoologische Gesellschaft Frankfurt von 1858 - Hilfe für die bedrohte Tierwelt (Frankfurt Zoological Society of 1858-Help for Threatened Wildlife), Germany** received on 28 August 2015 regarding membership application from **The Born Free Foundation**.

QUOTE

We raise concerns to one part of the mission statement of the applicant Born Free regarding zoos. We believe that well run zoos have conservation potential in the fields of education, fundraising and research and therefore are embedded into the overall mission of IUCN. Especially in urban areas, where the majority of people will live in, zoos offer often the only possibility for children to link up with living wild animals. FZS started once as a zoo organization and there are several large IUCN member organizations closely linked to or even running zoos, like WCS or ZSL.

END QUOTE

- 2. From IN/197 Sierra Club, United States of America** received on 28 August 2015 regarding membership application from **the Animal Legal Defense Fund**.

QUOTE

Sierra Club has some concerns about the IUCN membership application of the Animal Legal Defense Fund (U.S.) (ALDF).

In particular, we are concerned about ALSF's overall mission and intent in joining IUCN. In particular, the organization's mission statement does not contain any concept that could be interpreted as including the primary concepts of required by IUCN Statute 7(c)(i):

- (i) the conservation of the integrity and diversity of nature; and, either or both:

or that specified in 7(c)(ii)

- (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;

For reference, the organization's web page (<http://aldf.org/about-us/>) says the following:

The Animal Legal Defense Fund's mission is to protect the lives and advance the interests of animals through the legal system. ALDF accomplishes this mission by filing high-impact lawsuits to protect animals from harm, providing free legal assistance and training to prosecutors to assure that animal abusers are punished for their crimes, supporting tough animal protection legislation and fighting harmful animal protection legislation, and providing resources and opportunities to law students and professionals to advance the emerging field of animal law.

We are also concerned about the ALDF's overall position on sustainable use of wildlife, specifically whether they support the IUCN Policy Statement on Sustainable Use of Wild Living Resources as adopted in Resolution 2.29 during the 2000 Amman WCC.

We request that the Council, in considering this application, investigate the organization's overall position and policies on the two items 7(c)(i and ii) above and on sustainable use.

We note that the organization's supporting members, the Resources Defense Council, and the Environmental Law Institute are well respected conservation organizations in the US. We also recognize that the group is a well regarded national public interest law firm in the US, and not one engaging in unlawful activity for animal rights. However, its wider mission may be inconsistent with IUCN.

Please note that this is not a formal objection to Animal Legal Defense Fund membership in IUCN at this time, but a firm request and recommendation that the organization's mission, actions, and policies be thoroughly explored for consistency with IUCN's.

END QUOTE

- 3. From **NON-IUCN MEMBER**: Mr Jaques Berney and Eugene Lapointe, CITES First Secretary General and Deputy Secretary General, IWMC World Conservation Trust, Switzerland received on 31 August 2015 regarding membership application from the Animal Legal Defense Fund, the Born Free Foundation and the Franz Weber Foundation (*the last application was withdrawn in September 2015*).**

QUOTE

We, the undersigned, former Secretaries-General of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), wish to express our concern about three of the below mentioned applications that, in our opinion, do not meet the requirements stipulated in the IUCN Statutes and Regulations:

Nr 7 Animal Legal Defense Fund
Nr 17 Foundation Franz Weber
Nr 19 The Born Free Foundation

These three organisations are members of the Species Survival Network (SSN), an international coalition of 109 non-governmental organisations whose membership is essentially composed of animal welfare, animal rights and rather extreme "conservation" activist organisations.

The IUCN Statutes clearly stipulate that:

(2) The objectives of IUCN shall be 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, and

(3) To attain these objectives, IUCN:

(h) influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and national resources.

It is clear for those who have worked in conservation and particularly within the CITES Secretariat, that these organisations strongly oppose any utilisation of wildlife of any kind as a matter of principle. Moreover, these organisations act as strong and extreme lobbyists against use and even blocking discussions in the CITES bodies.

Bearing in mind the mission of the IUCN, and that in the Species Survival Commission there is a highly respected specialist group on Sustainable Use and Livelihoods, it is difficult to understand for what reasons these organisations might wish to join the IUCN as members.

These organisations are deeply opposed not only to any kind of use, but also to the consideration of people and their livelihoods as part of the conservation equation. They have made this very clear in many discussions and even in some of the SSC Specialist Groups.

We, the undersigned, wish to express our opposition to the three applications and to lodge a formal objection. We respectfully request the IUCN Council to reject the three applications mentioned above.

END QUOTE

REPLIES TO OBJECTIONS RECEIVED FROM APPLICANTS (on next pages)

1) From Born Free Foundation



Fleurange GILMOUR-BIERI
Membership Officer
Union Development Group
IUCN (International Union for Conservation of Nature)
28 rue Mauverney, CH-1196 Gland, Switzerland

21 September 2015

Born Free Foundation
Broadlands Business Campus
Langhurstwood Road
Horsham, West Sussex
RH12 4QP, UK
T +44 1403 240170
E wildlife@bornfree.org.uk
W www.bornfree.org.uk
Charity No 1070906

Dear Fleurange

RE: Born Free Foundation Application for IUCN Membership – Response to Objectors

In line with IUCN Regulations 14 and 15, our application was circulated to all IUCN Members eligible to vote, and we received objections from several members (listed in *Appendix I*). As per regulation 17 we were given an opportunity to respond to the objections. I have grouped our responses under each of the Statutes and Regulations the objectors mentioned, although several of the regulations alluded to would not seem to apply.

Overall, a large part of the objectors would seem to present a prejudiced and overly-simplistic perspective on the work of an international organisation with a recognised and successful 30 year history in wildlife conservation. The objectors seem to be philosophically opposed to the Born Free Foundation (BFF) as an organisation, rather than having genuine practical objections to whether the BFF could participate fully and productively as a member of the IUCN.

Moreover, none of the objectors appear to substantiate the fundamental claim that the work of the BFF is in conflict with the statutory objectives and activities of the IUCN. Rather, the use of similar or identical wording in many of the objections would seem to indicate that many of these objections might have been instigated by a coordinated campaign opposing BFF access to the Union, rather than by well-thought-out genuine concerns of each of those members.

The key objection raised concerns whether BFF would embrace the objectives of IUCN and not undermine the conservation efforts and roles played by IUCN members. A review of our track record (see Pgs. 3-4 and Appendix II) offers many good examples of BFF funded conservation projects, addressing a variety of topics that include species conservation, habitat conservation and illegal wildlife trade, all at the heart of the Union's objectives. If elected to IUCN Membership the BFF will observe and support the Union's Statutes and Objectives, and will work closely with many of its state members to further their conservation goals, in partnership with many other international and national NGO members.

Most of the objections seem to be prompted by the position the BFF takes on the role of zoos and aquaria in conservation. For that the objectors rely chiefly on information selectively pulled from the BFF website, which as the organisation's public interface does not fully represent the body of work and policies of the organisation. While critical of keeping animals in captivity, and actively seeking the end of the use of wild animals in circuses and the closure of some zoos with appalling welfare records, the BFF is able to discriminate and recognises the sensible application of *ex situ*

conservation when genuine conservation needs are identified, and where *ex situ* efforts complement *in situ* measures. The BFF position is entirely consistent with the prevailing thinking on biodiversity conservation and the aims and objectives of the IUCN, although it may not be fully compatible with the activities of many zoos and aquaria worldwide.

The Union embraces diversity, as exemplified by the wide range of opinions represented by its more than 1,200 members. The BFF will contribute to such diversity with its compassionate conservation approach, bringing together two disciplines that are often perceived as mutually exclusive: animal welfare and conservation. Animal welfare is not only a potent component of the conservationist's toolkit, but it is also an important consideration in the choices that conservationists face. It is incumbent on all of us - campaigners, scientists and educators. Compassionate conservation challenges everyone to analyse their conservation methods and continually strive to improve them, all in the quest to make better choices for wildlife and its conservation.

Detailed Responses to Specific Objections

Statutes Part II - Objectives

2. The objectives of IUCN shall be 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 (Objectors 5, 6, 11, 15).

The IUCN works on, and prioritises, “nature-based solutions” to biodiversity conservation problems. The BFF’s overarching aim to “keep wildlife in the wild” is entirely consistent with this Union objective, which is delivered through close partnerships with several range states and other national and international non-governmental organisations.

3. (c) promotes enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners (Objectors 17, 22).

The BFF works closely with wildlife departments, environmental agencies and other IUCN governmental members in most countries where it is active, notably in Kenya, Ethiopia and Sri Lanka. Similarly, it provides support and enhances the capacity of several African government members, particularly assisting them in their representations before international conventions.

In the UK, BFF is a Member of Wildlife and Countryside Link, which works closely with Government to develop domestic and relevant EU and international policies.

3. (d) encourages research related to the conservation of nature and natural resources and disseminates information about such research (Objector 3).

The BFF, largely with its long standing (20 years) partnership with the University of Oxford’s Wildlife Conservation Research Unit, has funded and participated in conservation related research, and disseminates the resulting information through its various media outlets, including funding several biology and conservation conferences. The BFF has also funded graduate bursaries at MSc and PhD level in conservation biology for candidates from developing countries. A list of scientific papers resulting from projects funded by the BFF can be provided upon request.

Several of the long-term conservation projects funded by the BFF (notably the Satpuda Landscape Tiger Programme and the Ethiopian Wolf Conservation Programme) are science-led, and strive to

encompass the four elements of the Conservation Quartet research, education, community involvement and implementation.

3. (h) influences national and international legal and administrative instruments so that societies are enabled to enjoy the benefits provided sustainably by nature and natural resources (Objectors 6, 11, 15).

The BFF has had a strong presence at an international wildlife policy level for 26 years, actively lobbying to strengthen protection of threatened species from international trade through the Convention on International Trade in Endangered Species of Fauna and Flora (CITES). More recently BFF also began participating in meetings and activities of the Convention on the Conservation of Migratory Species of Wild Animals (CMS).

Additionally, the BFF has supported the office of the IUCN SSC Canid Specialist Group since 1995, and has funded the salary of the CSG Chair in full since 2003.

5 (e) international non-governmental organizations shall be institutions and associations organized in two or more States;

Several objectors (10, 13, 14, 18, 19, 20, 21) mention Objective 5, but do not specify how this is violated. The BFF complies with 5(e), since it is registered in the UK, USA, Ethiopia and Kenya, and is in the process of registering in Sri Lanka.

Statutes Part III - Members

7. Objectors 10, 12, 13, 14, 17, 18, 19, 20, 21, 22) mention Objective 7 but do not specify which section is violated.

7. (a) the applicant shares and supports the objectives of IUCN (Objectors 5, 6, 11, 15).

The BFF does indeed share and support the objectives of the IUCN.

7. (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources (Objector 3).

The BFF, in its 30 years of life, has shared the principles and objectives of the Union, and has contributed substantial (several million GBP) financial resources to field conservation projects worldwide. Several examples of projects fully or substantially funded by the BFF are included in *Appendix II*. The BFF recognizes the importance of long-term support and several of its initiatives have received funding for 10 or more years. These efforts include:

Conservation of Wild Canids. Main donor for the IUCN SSC Canid Specialist Group since 1995 (including full funding of its Chair since 2003). Funding of 2001 International Conference on Canid Biology and Conservation at Oxford. Funding of compilation and printing of the IUCN Wild Canid Action Plan (2004), and the Ethiopian Wolf Action Plan (2007).

Over £1,200,000 contributed for the protection of the endemic and endangered Ethiopian wolf across its range in the highlands of Ethiopia since 1995. The **Ethiopian Wolf Conservation Programme** is a partnership between the BFF, the University of Oxford and the Ethiopian government, under the aegis of the Canid Specialist Group. This support included funding the Strategic Planning process for Ethiopian wolves (2011). This was the first such plan to adopt the IUCN SSC Species Strategic Planning guidelines.

Over £770,000 contributed to date to the **Satpuda Landscape Tiger Programme** in Central India supporting a network of national organizations and conservationists protecting tiger populations in and around six tiger reserves since 2004.

Support of lion conservation, with a focus on West and Central Africa, where since 2012 it has funded a **Regional Lion Conservation Coordinator** to develop national lion action plans for range countries and oversee their implementation in an attempt to protect dwindling populations of lions in the region. In Kenya, the BFF has built several hundred **lion-proof bomas**, a simple, cost effective approach to protecting livestock from predation across five different community-managed areas adjacent to Amboseli to combat human-wildlife conflict and protect local lion populations from retaliation. Also in Kenya the BFF supports **Ewaso Lions** using scientific research and community-based outreach to promote coexistence between lions and people. In the Tanzania-Kenya border the BFF established the **West Kilimanjaro Conservation Project**, with over £120,000 contributed to a field team monitoring wildlife and human activities, providing a deterrent to poachers.

In Latin America the BFF collaborated in two Darwin Initiative funded projects to protect the endangered Andean Cat and to deliver conservation of the fragile High Andes ecosystem across the border between Argentina, Bolivia and Chile. In Northwest Argentina, in partnership with the protected area service the BFF works to protect the southernmost population of jaguars.

The BFF has made substantial contributions to elephant conservation. Over £113,000 contributed to date to the **Amboseli Elephant Research Project**, the longest-running field study of African elephants, providing valuable insights into elephant behaviour, cognitive abilities, social structure and communication. In Ethiopia US\$107,000 supported the implementation of the **Babile Elephant Sanctuary** action plan. Africa's most north-easterly population of elephants. The **Border Point Project** was recently launched in Ethiopia with a £300,000 grant from the UK government's Illegal Wildlife Trade Challenge Fund, to support improved enforcement at border points throughout Ethiopia through the provision of training for local officials and staff. The BFF also funds an anti-poaching unit in **Park W**, the last stronghold for elephants in West Africa. And in **Kenya** for 14 years the BFF supported a team of Kenya Wildlife Service rangers accompanied by local trackers to monitor elephants in Mt Elgon.

For over a decade the BFF funded the Technical Support Team of the **Great Apes Survival Project (GRASP)** and ambitious UNEP/UNESCO project. Over £110,000 has been contributed since 2007 to **Kahuzi Biega National Park** to help the park protect their population of Eastern lowland gorillas.

In the marine realm the BFF has contributed over £210,000 to **Sea Sense** to protect charismatic marine life such sea turtles and dugongs in Tanzania since 2001. More recently, the BFF has funded research by York University into the impacts of climate change on the foraging behaviour of polar bears in Southern Hudson Bay, Canada – polar bears' most southerly population.

The BFF has developed and spearheaded efforts to use animal welfare science, policy and practice to benefit wildlife conservation, and has coordinated a specific initiative under the banner *Compassionate Conservation* to bring academics and practitioners from both animal welfare and conservation together. This has been achieved in part through funding and organising a series of international multidisciplinary conferences, workshops and symposia.

7. (d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN (Objectors 1, 3, 5, 12).

Most objectors point at the position the BFF takes on the role of zoos and aquaria in conservation, as failing to meet this Statute. The BFF takes a critical view of the contribution that zoos and aquaria make to field conservation, recognising, when it is due, some of their endeavours.

The BFF supports the sensible application of *ex situ* conservation i) when genuine conservation needs are identified, ii) when *ex situ* conservation is recommended by independent experts, and iii) where appropriate actions can realistically be implemented. The BFF sees *ex situ* efforts primarily as a complement to *in situ* measures, and wherever possible in the country of origin. This position is entirely consistent with the prevailing thinking on biodiversity conservation and the aims and objectives of the IUCN, although it may not be consistent with the activities of many zoos and aquaria worldwide.

To illustrate this point, we refer you to the statements by the IUCN SSC African Elephant Specialist Group on the role of captive facilities in *in situ* African elephant conservation and the removal of African elephants for captive use, which state that the Group “does not see any contribution to the effective conservation of the species through captive breeding per se” (AfESG 1998); and that the Group “does not endorse the removal of African elephants from the wild for captive use”, “believing there to be no direct benefit for *in situ* conservation” (AfESG 2003).

The BFF does not support the exhibition of animals for profit, nor does it assume that maintaining animals in captivity in the name of conservation education and/or biodiversity conservation necessarily achieve genuine conservation education and/or biodiversity conservation outcomes.

By adopting a focus on conservation of animal populations in the wild, the BFF works to protect biodiversity at many levels, from individuals to populations to ecosystems. The BFF also considers that animal welfare is an integral part of conservation decision-making, and it should be taken into account in conservation planning. In that regard the BFF has developed and embraces the concept of compassionate conservation, which aims to promote consideration of individual animals in conservation policy and practice and bring the benefits of the application of animal welfare science to conservation problems, which is gaining increased recognition. Some BFF activities under this banner received support from the Detroit Zoological Society.

Regulations

Objectors 10, 13, 14, 18, 19, 20, 21 mention regulations 4, 5, 6, 7, 8, 9, but fail to provide detail of how those are breached, if at all. Specific responses are provided below.

4. Government Agencies. A government agency seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency, setting forth its competence to adhere to the Statutes.

Does not apply

5. National Non-Governmental Organizations (a) Subject to (b) below, any national non-governmental organization seeking admission as a Member shall, in addition to the requirements of the Statutes:

Does not apply

6. International Non-Governmental Organizations. Any international non-governmental organization seeking admission as a Member of IUCN shall, in addition to the requirements of the Statutes:

(a) be a not-for-profit entity which conforms with the laws of the State where its seat is located;

Regulation met

(b) have been in existence for at least three years;

Formally established under its current name in 1998.

(c) have a substantial record of activity in two or more States and out posted or country offices reporting back to Headquarters;

Country offices in Ethiopia, Kenya, Sri Lanka, UK and projects in at least 12 countries, including Argentina, Cameroon, DRC, India, Malawi, South Africa, Tanzania, Zambia.

(d) have a governing body open to nationals from at least two States;

Regulation met. The BFF has a US citizen as its CEO, and a UK board, composed only of British nationals. Its sister organization BF USA has a US board composed of US and British nationals. BFF Ethiopia's board includes British and Ethiopian nationals.

(e) have a governance structure which is transparent, accountable and representative; and

Regulation met

(f) have a board that is autonomous and independent. Admission Process

Regulation met

7. Government agencies, national and international non-governmental organizations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organization.

Regulation met

8. Applications shall include such information relating to the agency or organization, its objectives, membership, funding and activities, as may be required by the Council to decide on admission. The applicant shall document its activities in conservation of nature and natural resources over at least a three-year period.

Regulation met

9. The applicant shall submit, together with its application, a written statement to the effect that it endorses the objectives of IUCN.

This requirement was not part of the IUCN Membership application provided by the Membership Office at the time of the application. If the contents of this document do not suffice we will be willing to provide such a written statement. [Note from the Membership Unit: the Membership Unit confirms that this statement is indicated on the signature page of the application form.](#)

10. Applications shall be accompanied by a deposit equal to the first year's dues. This sum is returnable in the case of non-admission.

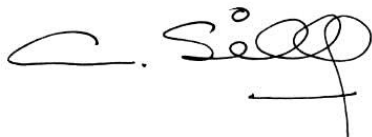
Regulation met

12. Deadlines for membership applications to be received by the Director General are 31 March, 30 June, 30 September and 31 December of each.

Regulation met

I trust this statement replying to the objections raised by our IUCN membership application satisfies the IUCN Membership requirements. Please let me know if you require any additional clarification.

With best wishes

A handwritten signature in black ink, appearing to read 'C. Sillero', with a horizontal line underneath the name.

Prof. Claudio Sillero
Head of Conservation
The Born Free Foundation

Appendix I. Summary of Objections raised by IUCN Members

1 Article 7 (d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN. IUCN recognises and endorses the conservation role of zoos and aquariums and the Born Free Foundation is fundamentally against such institutions. BFF pursues objectives and carries out activities that conflict with the objective and activities of IUCN.

2 Actions of animal rights organisations have profoundly harmed Inuit communities in the past.

3 Article 7 (a), (b), (d), Objective 3 (d) The organisation demonstrate conflict, not cooperation between themselves and existing IUCN Members. BFF website contains numerous examples of anti-zoo intentions and actions.

4 Objector acknowledges that BFF is a long-term supporter of the Ethiopian wolf conservation project, but fears that BFF's agenda and mission are not compatible with those of IUCN. Fundamental opposition to zoos and captive breeding (which going forward, is something that will be needed to help endangered wildlife to survive). Generalised and fraudulent campaigning against any zoo. Fear that BFF could contribute to a number of species losses rather than counter them.

5 Article 7 (d) and 2 of the Statutes Objector acknowledges that BFF does undertake conservation work but is of the opinion that their approach and work does not promote a holistic approach to the conservation of nature and does not support Article 2. The role of Zoos in conservation is of great importance and BFF's mission fundamentally opposes this.

6 Article 2 and 3 (h) This organisation is member of SSN, which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. SSN opposes almost any utilisation of wildlife whether sustainable or not. This organisation fundamentally oppose the existence of zoos, despite the recognised valuable work undertaken by this institution to prevent the extinction of species. On the BFF website, there are several statements opposing zoos and captivity-based conservation and education.

7 This organisation is member of SSN, which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. SSN opposes almost any utilisation of wildlife whether sustainable or not. This organisation fundamentally oppose the existence of zoos, despite the recognised valuable work undertaken by this institution to prevent the extinction of species. On the BFF website, there are several statements opposing zoos and captivity-based conservation and education.

8 Article 7 Especially with regard to use of natural resources in an sustainable way and to work in cooperation and to enhance the establishment of alliances for conservation. BFF campaign against zoos whereas IUCN recognises and cooperates with them and the ex-situ community. BFF "works to phase out zoos"

9 BFF is an animal welfare and activist organisation that has as its main objective to rescue and free animals from captivity, zoos, circuses and other circumstances where animals are kept in small or limited enclosures. They are aligned with other known international animal rights and protectionist organisations and have campaigns against hunting and trade. They have not approached the objector regarding work in their area and have made misleading statements. The objector is concerned that allowing organisations that do not fit within the objectives of IUCN will set a bad precedent and undermine the conservation efforts and roles played by IUCN members.

10 Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations Have major issues with the sustainable use of nature and resources. Detail fundamental elements of IUCN's mission - sustainable use of wildlife, sustainable hunting, including trophy hunting and resolutions adopted in Jeju regarding "Respecting ecologically sustainable use of abundant biological resources" and the

establishment of the "Collaborative Partnership on Wildlife". **Violates Statutes Part II (2) and 3 (h)**. Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by **Part III 7(b)** of the Statutes? The Objector requires an assurance by BFF that they do not oppose aquaria and zoos, per se, to clarify their position on the issue. Finally, the Objector is extremely surprised that the Wildlife Conservation Society and Conservation International have endorsed this application.

11 Articles 2 and 3 (h) of the Statutes Assist, encourage societies to conserve the integrity and diversity of nature and ensure sustainable use of natural resources and IUCN shall influence national and international legal instruments to attain these objectives. This organisation is member of SSN, which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. SSN opposes almost any utilisation of wildlife whether sustainable or not. The Objector finds it difficult to understand why they might wish to join IUCN (maybe just to block any possible approaches involving wildlife use).

12 Article 7 of the Statutes BFF fails to meet requirements of Statute 7 (a), c (ii) and (d). Whilst BFF does have some track record of contributing to conserving nature, their activities as a whole do not show they share and support the objectives of IUCN. They oppose all use of wild animals and all killing of animals for bushmeat, for example. This goes against the aim of ensuring that any use of natural resources is equitable and ecologically stable. In addition, BFF actively campaigns against all zoos, regardless of their conservation impact. As such, the Objector feels that this organisation has no positive contribution to make in IUCN.

13 Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations Have major issues with the sustainable use of nature and resources. Detail fundamental elements of IUCN's mission - sustainable use of wildlife, sustainable hunting, including trophy hunting and resolutions adopted in Jeju regarding "Respecting ecologically sustainable use of abundant biological resources" and the establishment of the "Collaborative Partnership on Wildlife". **Violates Statutes Part II (2) and 3 (h)**. Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by **Part III 7(b) of the Statutes**? The Objector requires an assurance by BFF that they do not oppose aquaria and zoos, per se, to clarify their position on the issue. Finally, the Objector is extremely surprised that the Wildlife Conservation Society and Conservation International have endorsed this application.

14 Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations Violates Statutes Part II (2) and 3 (h). Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by **Part III 7(b)** of the Statutes? The Objector requires an assurance by BFF that they do not oppose aquaria and zoos, per se, to clarify their position on the issue. Finally, the Objector is extremely surprised that the Wildlife Conservation Society and Conservation International have endorsed this application.

15 The Objector believes that the objectives of BFF are not aligned with those of IUCN. **Violates Statutes Part II (2) and 3 (h)**. Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting; whilst they carry out laudable

activities for rescuing individual animals, they fail to convincingly demonstrate their role in biodiversity conservation. Do they really have a substantial record of activity in the conservation of nature as required by Part III 7(b) of the Statutes?

16 The applicant is vehemently opposed to the conservation or essential management of wildlife and because of their ideology, it would compromise IUCN and its Members. It is anti-hunting and has actively been engaged in obstructing conservation efforts.

17 Objective 3c and Article 7 of the Statutes. The values and activities of the applicant demonstrate their conflict with Article 7. (reference to several quotes on the BFF website.) They apply a blanket approach against zoos which has a negative effect on them and devalues the cooperative efforts already in place between a number of IUCN Members.

18 Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations The Objector is convinced that BFF is in violation of IUCN Statutes **Part II(2) and 3 (h)** and they are against the sustainable use of natural resources which conflicts with Part III 7(d). They are anti trophy-hunting and the harvesting of bushmeat. The Objector doubts BFF can show a substantial record of activity in the conservation of nature and natural resources. Their activities have no connection to the promotion of effective and equitable biodiversity conservation. The objector supports one of the other objectors to this application.

19 Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations After consideration of the application and BFFs website, the Objector concludes that the organisation is ineligible for IUCN membership. BFFs purpose and resulting activities are not in line with the principles and policies of IUCN and the applicant fails to convincingly demonstrate their role in biodiversity conservation.

20 Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations After consideration of the application and BFFs website, the Objector concludes that the organisation is ineligible for IUCN membership. BFFs purpose and resulting activities are not in line with the principles and policies of IUCN and the applicant fails to convincingly demonstrate their role in biodiversity conservation.

21 Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations BFF has spoken out in opposition to sustainable use hunting which indicates a fundamental opposition to consumptive sustainable use. In addition, BFFs mission to protect individual animals from undue suffering is admirable but does not overcome its direct opposition to conservation, management and protection of wild animals and habitat through sustainable use practice and policy.

22 Article 3c and 7 of the Statutes The Applicant is openly opposed to the existence of zoos which goes against the recognised ex-situ conservation strategies of IUCN as well as in direct conflict with the mission zoos that are Members of IUCN and provide ex-situ conservation expertise to conservation strategies. Admitting this applicant with such a clear anti-zoo agenda would weaken existing cooperation between IUCN and the zoo community and could negatively impact on the conservation community as a whole.

23 The objectives of this organisation are not aligned with IUCN's mission to influence, encourage and assist societies throughout the world... It is also well known that this organisation does not support any form of sustainable utilisation of wildlife and their objectives do little to promote effective and equitable biodiversity conservation.

Appendix II. Some Conservation Projects funded by the Born Free Foundation

Conservation of Wild Canids. Main donor for the IUCN SSC Canid Specialist Group since 1995. Funder of the 2001 International Conference on Canid Biology and Conservation at Oxford. Funded compilation and printing of the IUCN Wild Canid Action Plan (2004) and IUCN Ethiopian Wolf Action Plan (2007).

The Ethiopian Wolf Conservation Programme: Over £1,200,000 contributed for the protection of the endemic and endangered Ethiopian wolf across its range in the highlands of Ethiopia, a partnership between the BFF, the University of Oxford and the Ethiopian government, under the aegis of the Canid Specialist Group. This support included funding the Strategic Planning process for Ethiopian wolves (2011). This was the first such plan to adopt the IUCN SSC Strategic Planning guidelines.

The Satpuda Landscape Tiger Programme: Addressing all key threats faced by the species, this project is based in Central India and supports a network of national organizations and conservationists protecting tiger populations in an around six tiger reserves through a variety of initiatives involving close collaboration with both wildlife officials and local communities. Established in 2004 and supported by over £770,000 to date.

Regional Lion Conservation Coordination: In 2012 WildCRU, Oxford University's Wildlife Conservation Research Unit, in partnership with the Born Free Foundation and other conservation organisations recruited Dr Hans Bauer as Regional Lion Conservation Coordinator for West and Central Africa, in an attempt to protect dwindling populations of lions in the region.

Ewaso Lions: Established in 2007 by Oxford PhD student and 2012 Whitley Award winner, Shivani Bhalla, Ewaso Lions uses scientific research and community-based outreach programmes to promote coexistence between lions and people. Since 2013 Born Free has contributed over £12,000 towards their work. Shivani is also the recipient of the Virginia McKenna Award for Compassionate Conservation.

Lion Proof Bomas: a simple, cost effective approach to protecting livestock from predation at night, these specialised bomas have been constructed across 5 different community-managed group ranch areas adjacent to Amboseli National Park in Kenya to combat human-wildlife conflict and protect local lion populations from retaliation.

Polar Bears Research: £15,000 contributed to research conducted by Dr. Thiemann of York University into the impacts of climate change on the foraging behaviour of polar bears in Southern Hudson Bay, Canada – polar bears' most southerly population.

Amboseli Elephant Research Project: This is the longest-running field study of African elephants, providing valuable insights into the behaviour, cognitive abilities, social structure and communication of African elephants. Over £113,000 contributed to this project by the BFF.

Elephant Conservation, Bukina Faso: The last stronghold for elephants in West Africa, Park W, spanning Niger, Benin and Burkina Faso, is a UNESCO World Heritage Site. In Burkina Faso £26,000

has been contributed to an anti-poaching unit composed of rangers and volunteers working to protect the last remaining elephants over 2,500km².

Elephant Conservation, Ethiopia: In 2014, \$107,000 funded the protection of elephants in Babile Elephant Sanctuary through implementation of an action plan. Home to Africa's easternmost population of elephants, Babile covers almost 7,000 km² and supports 27% of the country's elephant population, as well as other important species.

Elephant Conservation, Kenya: Between 2001 and 2014 the Born Free Foundation supported a team of Kenya Wildlife Service rangers accompanied by local trackers who monitored the elephants on a daily basis. An estimated £20,000 has been spent so far and the project is about to recommence with a much greater commitment from Born Free.

PAMS, Tanzania: Over £36,000 has been contributed since 2013 towards the team's investigative work to help sustain and conserve biodiversity (especially but not limited to elephants), wilderness, habitats and ecological processes through actions that benefit both wildlife and local communities.

West Kilimanjaro Conservation Project: Established in 2000 by Born Free which has to date contributed over £120,000 to the setting up and ongoing work of the local fieldmen team, who patrol 700km² of the greater Amboseli basin straddling the Tanzania-Kenya border. The fieldmen monitor all wildlife and human activities in the area. Their presence has proved a key deterrent to poachers.

Born Free Foundation Ethiopia: Officially established in 2008 to support the conservation and welfare of wild animals in Ethiopia by focussing on tackling illegal trade and ownership. Since it was established over £1.4 million has been contributed to its ongoing operation. To date, the main focus has been to develop a Wildlife Rescue, Conservation and Education Centre on the outskirts of Addis Ababa.

Border Point Project (BFFE): Launched in March 2015 with a £300,000 grant from the UK government's Illegal Wildlife Trade Challenge Fund, the three year project aims to support improved enforcement at border points throughout Ethiopia through the provision of training for local officials and staff. It will focus on tackling illegal trade in cheetah, leopard, elephant and other commercially exploited wildlife species.

Giraffe Conservation: Over £19,000 has been contributed to several projects focused on the protection of isolated and threatened giraffe populations, including Rothschild giraffe translocation in Kenya and the creation of a National Action Plan for the Niger giraffe in West Africa.

Sea Sense: The BFF has been helping to protect charismatic marine life such sea turtles and dugongs in Tanzania since January 2001 by supporting the work of local NGO Sea Sense. Since 2007 over £210,000 has been provided and Born Free is currently providing £25,000 annually. In 2014/15 the project implemented a wide range of marine conservation activities within four key thematic areas: research and conservation; education and capacity development; sustainable livelihoods; and leadership and governance.

The Great Apes Survival Partnership (GRASP): Born Free provided core support to the Technical Support Team of this innovative and ambitious UNEP/UNESCO project from September 2001 to January 2011. This included liaising with the governments of great ape range states and providing them with required equipment, as well as interfacing with the broader conservation community and supporting the GRASP administration. Since 2007 the BFF has contributed over £30,000 to their work.

Kahuzi Biega National Park: Supported by Born Free since 2000, over £111,000 has been contributed since 2007 to help the park protect their population of Eastern lowland gorillas. Work is currently focused on gorilla identification, monitoring and health checks.

Zambia Primate Project: Established by and with on-going support of BFF, the GRI - Zambia Primate Project (ZPP) is one of Africa's most established and successful primate release programmes. Primate survival rate 6 months post release currently averages a remarkable 95%. Since 2010 over £189,000 has been contributed to this project. Cosmas Mumba, the project's Manager was recently named as one of three finalists for the prestigious Tusk Conservation Award.

High Andes Conservation without Borders: Funded by two Darwin Initiative grants (2005-2008 and 2010-2012) and in collaboration with WildCRU, the Andean Cat Alliance (AGA) and the High Andes Flamingo Conservation Group (GCFA), this project sought to increase the protection of High Andes biodiversity and of other critical natural resources in the triple frontier of Argentina, Bolivia and Chile from the threats of incompatible land uses and climate change, through international collaborations, using the endangered Andean cat as a flagship.

Jaguars in the Fringe: Established in 2010 with Argentina's Administración de Parques Nacionales and WildCRU at Oxford, this project seeks to reduce livestock losses to predation and alleviate the animosity existing among ranchers against jaguars in and around Calilegua and Baritu National Parks. By changing husbandry practices, grazing pressure on the forests is reduced, eventually leading to a recovery of the prey base for the cats, which may in time reduce their reliance on livestock for food.

2) From the Animal Legal Defense Fund

October 2, 2015

Fleurange Gilmour-Bieri
Membership Officer
Union Development Group
IUCN (International Union for Conservation of Nature)
28 rue Mauverney, CH-1196
Gland, Switzerland



RE Animal Legal Defense Fund's IUCN Membership

Dear IUCN Members:

The Animal Legal Defense Fund is grateful for the opportunity to correct the misrepresentations of its work by those who object to its membership in the IUCN. For more than 35 years, the Animal Legal Defense Fund has worked diligently and effectively to protect and conserve the nonhuman world. ALDF's mission, commitment, and expertise will provide valuable insight that further the conservation goals of the IUCN.

Contrary to the objections of some members, the Animal Legal Defense Fund is committed to the IUCN's objective of encouraging the conservation of nature, especially wildlife. In addition to the examples ALDF gave in its application – which include helping to limit military sonar damage in the oceans, battling climate change, stopping cruel wildlife killing contests, and reforming construction practices to minimize unintended consequences to migratory birds – we have also, as explained below, stopped the abuse of captive wild animals, participated in international projects to protect nature, and worked on groundbreaking legislation to stem the traffic in animal parts that have decimated wild populations.

Although some objectors seek to portray ALDF as a staunchly anti-zoo organization, the truth is that ALDF's captive wildlife litigation has primarily targeted unaccredited, substandard roadside zoos that confine threatened and endangered animals in horrific conditions. In its work against these unaccredited facilities, the Animal Legal Defense Fund has regularly worked with zoo professionals, including the chair of a major Species Survival Plan at an AZA-accredited zoo, the former president of the American Association of Zoo Veterinarians, former head veterinarians at AZA-accredited zoos, and members of the American Association of Zoo Keepers. Among the animals that ALDF has sued to rescue are a bear who was confined in a tiny concrete cage at an ice cream shop in Pennsylvania for 16 years, a tiger caged in the parking lot of a truck stop, and a chimpanzee housed in isolation at a dilapidated roadside attraction. ALDF's efforts to use the U.S. Endangered Species Act and other laws to prevent the abuse of wild animals at roadside zoos can hardly be considered at odds with the IUCN's goal to "conserve the integrity and diversity of nature." IUCN Statutes, Art. 2.

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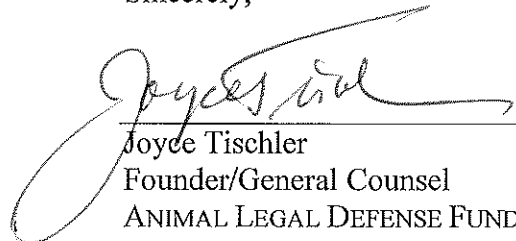
Objectors also claim that ALDF's opposition to trophy hunting is inconsistent with the IUCN's sustainable use philosophy. But of course, there are differing opinions among IUCN members about which "uses" are properly considered "sustainable." ALDF agrees with those conservation experts who have concluded that trophy hunting provides fewer benefits and more harms than alternative non-consumptive conservation strategies such as eco-tourism or poverty-eradication programs. ALDF unequivocally agrees with the IUCN's avowed goal "to ensure that any use of natural resources is equitable and ecologically sustainable." IUCN Statutes, Art. 2. That it disagrees with some members that trophy hunting by wealthy foreigners can be considered "equitable" or "sustainable" is no basis for denying it membership in the IUCN.

Another objector argues that ALDF's work is primarily domestic. But the IUCN Statutes explicitly contemplate members that are national NGOs, rather than international NGOs. IUCN Statutes, Arts. 4(c), 5(d), so this provides no basis for denying ALDF's application. Moreover, ALDF has long been involved in international conventions, projects, and collaborations. To give just a few examples, its board members have participated in meetings of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES); it regularly sponsors animal and environmental law conferences that address international and transnational issues; its founder and general counsel has attended Kenya's National Judicial Dialogue on Wildlife and Environmental Crimes to discuss poaching and elephant conservation; its director of litigation has published widely on human population growth and its implications for conservation; and its senior staff attorney wrote a book on comparative and international animal protection law.

These examples also refute the objection that ALDF is exclusively focused on litigation and filing court cases. In addition to the aforementioned collaborative international projects, ALDF is active at the legislative level in ways that have benefited wild animals not only in the United States, but internationally. ALDF helped pass landmark legislation in California to ban the sale and possession of shark fins, which will impede the international trade in fins that has decimated shark populations worldwide. ALDF is also active in the legislative efforts in California and Oregon to stop the sale of ivory, which has catastrophic effects on wild elephants, to name just a few examples.

In sum, ALDF's track record demonstrates its commitment to the objectives of the IUCN and its desire to actively participate in the IUCN's important work of engaging all stakeholders to find workable solutions to the serious threats currently facing our world.

Sincerely,



Joyce Tischler
Founder/General Counsel
ANIMAL LEGAL DEFENSE FUND

Annex to ALDF letter

	Applicant does not meet the following IUCN Statutory requirements	Other information	Objection summary	
1			ALDF has a 'clear animal rights agenda that would clash with IUCN's work in several areas (e.g. ...'bred in the misery of zoos'... see ref to their website).	ALDF has no intent or desire to clash with IUCN's work.
2			'Actions of animal rights organisations have profoundly harmed Inuit communities in the past.'	This is a very general statement, which has no basis in nor relevance to ALDF or its work.
3			Animal rights agenda that clashes with the work of IUCN. List several examples of how their work does not enhance cooperations between themselves and zoos.	ALDF has no intent or desire to clash with IUCN's work.
4			Objector raises deep concern regarding goals and mission of ALDF not being in agreement with established IUCN wisdom. Objector condemns any cruel, illegal non-sustainable use of wildlife but acknowledges that sustainable use of wildlife (including trophy hunting) can be an important component in maintaining threatened wildlife and funding their conservation. Aiming to have such hunting banned fundamentally opposes one of IUCN's primary principles - sustainable resource use.	Current IUCN members do not all agree on which "uses" are properly considered "sustainable." ALDF agrees with the IUCN's goal "to ensure that any use of natural resources is equitable and ecologically sustainable."
5	Article 7 c of the IUCN Statutes		Much of ALDFs work relates to and is based around petitions and are largely related to domestic cases.	ALDF is actively involved in litigation, legislation and administrative rulemaking. Petitions form a relatively small part of ALDF's docket. ALDF is involved in international, as well as domestic activities.
6	Article 2 and 3 (h)		ALDF Website has a number of anti-animal cruelty statements on it. The Fund cooperates closely with PeTA - one of the most radical animal rights organisations known to stalk and harass executives of companies and organisations they do not agree with. Miami Seaquarium were taken to court by them but the case was turned down.	ALDF represents and has represented a large number of clients with diverse interests and approaches. PeTA has been a client of ALDF's, as have many other organizations.
7			ALDF Website has a number of anti-animal cruelty statements on it. The Fund cooperates closely with PeTA - one of the most radical animal rights organisations known to stalk and harass executives of companies and organisations they do not agree with. Miami Seaquarium were taken to court by them but the case was turned down.	ALDF represents and has represented a large number of clients with diverse interests and approaches. PeTA has been a client of ALDF's, as have many other organizations.
8			ALDF takes a fundamental stand against trophy hunting. Whilst controversial, a complete ban on trophy hunting is not in the long-term interest of conservation and this goes against IUCN's objective of the sustainable use of natural resources.	Current IUCN members do not all agree on which "uses" are properly considered "sustainable." ALDF agrees with the IUCN's goal "to ensure that any use of natural resources is equitable and ecologically sustainable."
9			ALDF is a litigation-driven and litigation-focused animal rights organisation whose main purpose is to defend the interests of animals through court actions. The objector does not see that ALDF is involved in any type of wildlife and biodiversity conservation work and as such does not fit with the objectives of IUCN.	ALDF is active at the legislative level in ways that have benefited wild animals not only in the U.S. but internationally.

10	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations	Have major issues with the sustainable use of nature and resources. Detail fundamental elements of IUCN's mission - sustainable use of wildlife, sustainable hunting, including trophy hunting and resolutions adopted in Jeju regarding "Respecting ecologically sustainable use of abundant biological resources" and the establishment of the "Collaborative Partnership on Wildlife".	ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either. As such, the objector cannot understand why this organisation is even being considered.	ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
11	Articles 2 and 3 (h) of the Statutes	Assist, encourage societies to conserve the integrity and diversity of nature and ensure sustainable use of natural resources and IUCN shall influence national and international legal instruments to attain these objectives.	This organization is a member of SSN, which is composed of animal welfare, animal rights and rather extreme "conservation" activist organisations. SSN opposes almost any utilisation of wildlife whether sustainable or not. The Objector finds it difficult to understand why they might wish to join IUCN (maybe just to block any possible approaches involving wildlife use).	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
12	Article 7 of the Statutes		ALDF fails to meet the requirements of 7(a), (b) and © in their entirety. They are not aligned with IUCN 's mission to "influence, encourage and assist... Its track record does not show any contributions to these objectives. The ALDF does have laudable objectives but their mission is in direct opposition to IUCN's e.g. when invasive animals need to be killed to conserve nature. As such the Objector sees the possibility of IUCN's work being undermined by ALDF's membership.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
13	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either. As such, the objector cannot understand why this organisation is even being considered.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.

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16	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		Whilst the Objector is in favour of animal welfare, strict adherence to animal rights beliefs would preclude many of the science-based management techniques that professional wildlife biologists use. Their view is in direct conflict with the sustainable/ecological use and conservation of biodiversity and natural resources.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
17			The objectives of this organisation are not aligned with IUCN's mission to influence, encourage and assist societies throughout the world... It is also well known that this organisation does not support any form of sustainable utilisation of wildlife and their objectives do little to promote effective and equitable biodiversity conservation.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
18			The applicant is vehemently opposed to the conservation or essential management of wildlife and because of their ideology, it would compromise IUCN and its Members. It is anti-hunting and have actively been engaged in obstructing conservation efforts.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
19	Objective 3c and Article 7 of the Statutes.		The applicant has an agenda that conflicts with the work of existing IUCN Members. They apply a blanket approach against zoos which has a negative effect on them and devalues the cooperative efforts already in place between a number if IUCN Members.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.

20	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF does not share the objectives of IUCN Part III 7 (a) as their work has little to do with nature, wildlife, biodiversity and/or conservation. Does not build alliances for conservation, encourage research related to the conservation of nature, contribute to the preparation of international agreements relevant to the conservation of nature and much more.... The objector does not believe that ALDF complies with Part III 7(b) either - no substantial record of activity in the conservation of nature and natural resources. 7 c is not met either - there is no connection to the promotion of effective and equitable biodiversity conservation - they oppose the use of fur products which can actually support conservation objectives. Their description and mission do not provide any evidence of working with conservation issues and they support the objection submitted by one of the other Objectors.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
21	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF's purposes and resulting activities are not in line with the principles and policies of IUCN, in particular Article 7 of the IUCN Statutes. The Objector cannot understand how this application has got to the stage of consideration by Members.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
22	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		ALDF's purposes and resulting activities are not in line with the principles and policies of IUCN, in particular Article 7 of the IUCN Statutes. The Objector cannot understand how this application has got to the stage of consideration by Members.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
23	Articles 5 & 7 of the Statutes, 4,5,6,7,8,9,10 and 12 of the Regulations		The Applicant does not indicate that they believe, accept or adhere to the core objectives of IUCN and there is no evidence of any effort on their part to promote or advance biodiversity conservation. ALDF does not support sustainable consumptive use or conservation policy based on a sustainable use mode. This contradicts some of IUCN's Statutes.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.
24	Article 3c and 7 of the Statutes		The Applicant is openly opposed to the existence of zoos which goes against the recognised ex-situ conservation strategies of IUCN as well as in direct conflict with the mission zoos that are Members of IUCN and provide ex-situ conservation expertise to conservation strategies. Admitting this applicant with such a clear anti-zoo agenda would weaken existing cooperation between IUCN and the zoo community and could negatively impact on the conservation community as a whole.	ALDF has no intent or desire to clash with IUCN's work. ALDF's track record demonstrates its long term commitment to the objectives of the IUCN and to the protection of nature, wildlife, biodiversity and conservation.

FEEDBACK FROM THE UNITED KINGDOM NATIONAL COMMITTEES AND SIMON STUART, SPECIES SURVIVAL COMMISSION CHAIR ON OBJECTIONS RECEIVED ON MEMBERSHIP APPLICATIONS SUBMITTED BY 30 JUNE 2015 AND CIRCULATED TO IUCN MEMBERS ON 6 AUGUST 2015

As part of the due diligence process, the Secretariat has consulted Simon Stuart, Species Survival Commission (SSC) Chair, the United Kingdom National Committee of IUCN Members.

The **United Kingdom National Committee** met on 8 October 2015 and provided its feedback on the membership application from the Born Free Foundation on 9 October 2015 (see below).

The **Regional Directors**, Luc Bas, Director, IUCN European Regional Office and Frank Hawkins, Director, Washington D.C. Office, were also contacted. While Frank Hawkins has not provided any feedback, Luc Bas said he was favourable to the admission of the Born Free Foundation.

1. Feedback from the United Kingdom National Committee of IUCN Members on the application from the Born Free Foundation

QUOTE

The IUCN National Committee for the UK (NCUK) has been asked by the IUCN Secretariat for a view on the application for membership of the Born Free Foundation. The response is from those IUCN Members present at the meeting of the Executive Committee of NCUK on the 8th October 2015. Members of the Executive Committee are elected by and from the UK Membership of IUCN in the UK.

Members agreed that it is not clear from the application why the Born Free Foundation want to join IUCN and, given that there is a history of confrontation between this organisation and other IUCN Members, it would be helpful to know this in order to take an objective view. Members wanted to know whether there was an opportunity for deferring the decision until this had been explained and a better understanding gained of whether BFF would continue campaigning against other IUCN Members (the zoo community and others) and what their intentions were once they had become part of the IUCN family. Questions were also raised about BFF working with people and development and evidence of good practice in this area should be requested of them. Other comments were in line with those supplied by other organisations which you kindly provided, particularly around meeting the criteria in the Articles for Membership in the Statutes.

We hope this helps with your deliberations.

Kind regards, Chris Mahon, Chief Executive, IUCN National Committee UK (IUCN NCUK)

END QUOTE

2. Feedback from Simon Stuart, SSC Chair

QUOTE

Thanks for this. Of course I knew that the applications were going to be very controversial. I only actually know the Born Free Foundation which provides core support to the SSC Canid Specialist Group. The SSC is very divided on these particular applications; indeed most of the objectors are SSC-linked. But others in SSC support at least the Bon free Foundation application.

Here are my initial thoughts:

1. These applications are unusually controversial, and so it is essentially that the Constituency Committee follows the letter of the law scrupulously and without bias. They are controversial because with two of them (Born Free and ALDF), they are opposed by the zoo community as well as the sustainable use people.
2. The issues involved in these controversies are very complex, and I would be almost certain that when we have the responses from the applicants by 28 September, we won't be much the wiser (the two sides will just trade accusations).
3. I therefore suspect that it would be wise for the Constituency Committee to study the objections and responses, and then prepare a set of very specific questions to both the applicants and the objectors. These questions would focus on making sure that we end up with 100% clarity on whether or not the applicants meet the membership criteria. I could help with formulating such questions.
4. Because IUCN recently admitted three hunting organizations, we have to show that we are handling these applications with the same level of impartiality.

END QUOTE



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**Annex VI - Clarification from the Animal
Legal Defense Fund (*Born Free Foundation
clarification is further down*)**

Mrs Joyce Tischler
Founder, General Counsel
The Animal Legal Defense Fund
170 East Cotati Ave.,
94931 Cotati, CA
UNITED STATES OF AMERICA

Gland, 8 December 2015

Ref: Animal Legal Defense Fund's (ALDF) IUCN Membership application

Dear Mrs Tischler,

We refer to your letter to us of 2 October 2015 replying to objections that were received to your application for IUCN Membership. The letter and the information contained in it were discussed at length during the Governance and Constituency Committee (GCC) meeting of IUCN Council held in October 2015. After careful consideration, it was felt that there were still some issues that needed to be clarified, and pending your replies, the decision on your application was deferred to the next Council meeting in April 2016, as communicated to you on 26 October 2015.

The GCC noted ALDF's statement of commitment to the IUCN's objective of encouraging the conservation of nature, especially wildlife. However, there appears to be little evidence on the ALDF website to show the work that it undertakes with biodiversity and/or conservation, or its activity in the conservation of nature and natural resources. Is this available elsewhere? If not, the GCC would like to receive confirmation on how ALDF meets this objective and other IUCN objectives in general.

During its meeting, the GCC also discussed the comment regarding ALDF's strict adherence to animal rights beliefs and whether this would preclude many of the science-based management techniques that professional wildlife biologists use. The ALDF reply to this objection was that they do not have the intent or desire to clash with IUCN's work. It was felt that this was a rather general comment and did not rebut the objection. The GCC is seeking clarification on the official ALDF policy on this. A specific example referred to was the issue of alien invasive species and the many problems to ecosystems they can cause (eg. feral horses, dogs, cats, etc.). What would the ALDF official stance be in a situation where, following scientific research and advice, eradication or culling was advised, for instance?

The GCC also noted the ALDF's position on zoos and the fact that its captive wildlife litigation has primarily targeted unaccredited, substandard roadside zoos that confine threatened and endangered animals in horrific conditions. However, what is not clear from ALDF's letter or its website is their position on the work of qualified zoos engaged in conservation. There is a substantial amount of research and *ex situ* conservation work that is undertaken at such institutions (captive breeding, for example), and the GCC is seeking clarification on ALDF's official policy on this.

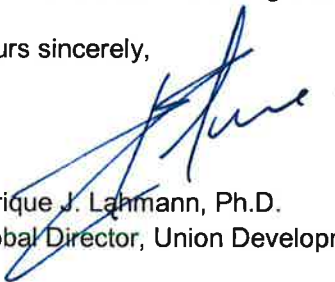
The ALDF website does not appear to have a section on ALDF's official policies. Are these elsewhere? Will they be made public, and if so, when?

Once we receive the replies to the questions raised by the GCC, it will be in a better position to make a more considered decision and recommendation to the IUCN Council on your application when it next meets in April 2016. If in the meantime more issues arise, we will contact you.

We appreciate the time you have dedicated to this application and we remain at your disposal for any other information you may need from us.

We look forward to hearing from you in due course.

Yours sincerely,



Enrique J. Lahmann, Ph.D.
Global Director, Union Development Group

Copy to: Governance and Constituency Committee of IUCN Council
Frank Hawkins, Director, IUCN Washington D.C. office
Debbie Good, Membership Focal Point



January 27, 2016

SENT VIA EMAIL

Enrique J. Lahmann, Ph.D.
Global Director, Union Development Group
International Union for Conservation of Nature (IUCN)
Rue Mauverney 28
1196 Gland
Switzerland

RE: Animal Legal Defense Fund's (ALDF) IUCN Membership Application

Dear Dr. Lahmann,

The Animal Legal Defense Fund (ALDF) appreciates the opportunity to provide more information about its mission, goals, and work and share how they align with the International Union for Conservation of Nature's values, programs and projects. ALDF understands the importance of the IUCN Programme's aim to mobilize communities that work for biodiversity and promote the value of nature. ALDF is not only a part of this diverse community, it also works to mobilize a community of lawyers, law students, and other legal professionals to work for the protection of the natural world. As part of this mission, ALDF seeks to join IUCN's larger network of members working for pragmatic solutions to the world's most pressing environmental issues. Further, as a group of legal professionals, ALDF would provide valuable insight and expertise to advance IUCN's conservation and preservation efforts.

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As a legal organization, ALDF is committed to the rule of law, particularly environmental law – a discipline recognized as important by the IUCN Programme 2013-2016. Not only do illegal wildlife trade and endangered species trafficking often have inhumane and unsustainable consequences for wildlife, these practices undermine the rule of law. ALDF fully supports the Convention on International Trade in Endangered Species of Wild Fauna and Flora's (CITES) goal of ensuring that international trade in wild animals does not threaten those animals' survival. ALDF strongly advocates observing the rule of law to sustain biodiversity, preserve the world's species, and curb the illegal trade of wild animals. For a period of fifteen years, ALDF sent then-Board member, Professor David Favre, to participate in CITES conferences. On behalf of ALDF, Professor Favre wrote the first book in which all of the then-existing CITES resolutions were compiled, and he assisted the governments of Malawi and Malta by drafting domestic law to enforce CITES and protect endangered species. As part of its

ongoing support of CITES, ALDF is sending a delegate¹ to the 2016 CITES COP in South Africa. It is also preparing comments for submission to the U.S. Fish and Wildlife Service regarding wild caught African elephants, ivory trade, trade in tigers and tiger parts, and numerous other big cat issues (protection of lions/uplisting, cheetah conservation, etc.).

ALDF and IUCN share many other areas of common concern, notably the preservation of threatened and endangered species. ALDF strongly supports IUCN's resolution to enhance anti-poaching and wildlife protection efforts. Specifically, ALDF shares IUCN's concern for African elephants, as noted in WCC-2012-Res-025-EN, and recognizes that the illegal ivory trade is increasing and that poaching can result in unacceptable losses of biodiversity. In December, 2013, I had the honor of representing ALDF at the first National Judicial Dialogue on Wildlife and Environmental Crimes in Amboseli National Park, Kenya.² While there I worked with members of the Kenya Wildlife Service, local conservation groups, Kenyan judges, magistrates, prosecutors and customs agents to develop more effective efforts to eliminate the poaching of African elephants. We focused specifically on the need for Kenyan law enforcement agencies to recognize the importance of protecting wildlife and fully prosecuting wildlife crimes in their country. This conference was an important step in educating Kenyan officials about the illegal international ivory trade, and the value of live elephants to the Kenyan economy and culture. Just as IUCN has recognized the awareness-raising activities of its members concerning the illegal ivory trade, ALDF will continue to raise awareness about the importance of prosecuting, convicting, and sentencing people who participate in the illegal poaching of elephants and trafficking of wildlife.

In WCC-2012-Res-015, IUCN members emphasized the need to save the world's most threatened species. Likewise, ALDF is a strong advocate for saving the world's endangered and threatened species. ALDF works diligently to protect these vulnerable populations, and has filed lawsuits to ensure that the United States Endangered Species Act (ESA) is not violated. Specifically, ALDF has taken legal action to protect an endangered chimpanzee,³ an endangered elephant,⁴ and endangered gray wolves.⁵ ALDF has also filed a lawsuit in Iowa against defendants who allegedly violated the ESA by inflicting ongoing suffering

¹ Professor David Cassuto, who serves on the faculty of IUCN member, Pace Center for Environmental Legal Studies, will represent ALDF at the COP. Professor Cassuto is also a member of the IUCN World Commission on Environmental Law (WCEL) and the WCEL Specialists Group on Water.

² <http://aldf.org/blog/on-the-ground-for-elephants-in-kenya/>

³ <http://aldf.org/press-room/press-releases/landmark-lawsuit-filed-to-free-candy-the-chimpanzee-from-decades-long-solitary-confinement-at-louisiana-amusement-park/>

⁴ <http://aldf.org/press-room/press-releases/lawsuit-filed-to-compel-san-antonio-zoo-to-release-elephant-to-a-sanctuary/>

⁵ <http://aldf.org/press-room/press-releases/animal-legal-defense-fund-files-60-day-notice-of-intent-to-sue-fur-ever-wild/>

on endangered tigers, lemurs, and gray wolves, while providing no benefit to the health or viability of the species.⁶ ALDF is a leader in using the law to protect endangered species, and ALDF would appreciate the opportunity to dialogue with other IUCN members and share strategies to preserve the world's most threatened populations.

ALDF also actively works to protect the habitats of wildlife. As IUCN noted in WCC-2012-Res-081-EN, anthropogenic ocean noise is a form of pollution that degrades habitat and adversely affects marine life. ALDF took action against the United States Navy's five-year training and testing plan to conduct high-intensity sonar exercises and sonar detonations in the ocean. Recognizing the harm these activities would cause to whales, dolphins, and other marine mammals, along with co-plaintiffs, Cetacean Society International (a non-profit conservation, education, and research organization) and IUCN member, Natural Resources Defense Council, ALDF brought suit in the United States District Court, alleging that the United States government violated the law when it allowed the U.S. Navy to conduct exercises that would hurt marine life nearly ten million times over the course of five years. The District Court sided with protecting marine life, holding that the allowance of these Navy exercises was in violation of the Marine Mammal Protection Act and the ESA.⁷

Further, ALDF understands IUCN's mission to bring together organizations to develop policy, laws, and best practices because ALDF has a similar mission. ALDF also works to bring together multiple voices to develop solutions to species loss, environmental destruction, and the illegal wildlife trade. Indeed, one of ALDF's goals is to foster community and dialogue both domestically and internationally. In October, 2015, in partnership with the Center for Animal Law Studies, a collaborative effort between ALDF and Lewis & Clark Law School, ALDF co-hosted the 23rd annual Animal Law Conference.⁸ At this event, experts from Australia, Belgium, Brazil, Canada, China, India, Japan, Kenya, Spain, Switzerland, Vietnam, and Zimbabwe gathered to discuss animal law in an international context. ALDF provided essential funding to bring experts from these nations together and hosted panel discussions where experts stressed the importance of working across borders to protect native wildlife, endangered and threatened species, and marine mammals and ocean life. Just as IUCN

⁶ Animal Legal Defense Fund v. Vilsack, 110 F.Supp.3d 157, (D.C. Cir. 2015) (<http://aldf.org/press-room/press-releases/animal-legal-defense-fund-sues-iowa-zoo-over-endangered-species-act-violations/>).

⁷ Conservation Council for Hawaii et al., v. National Marine Fisheries Service et al., 97 F.Supp.3d 1210, (U.S. Dist. Ct. D. Haw. 2015) (<http://aldf.org/press-room/press-releases/groups-sue-feds-for-putting-whales-and-dolphins-in-crosshairs-throughout-southern-california-and-hawaiian-waters/>, <http://aldf.org/press-room/press-releases/court-rules-navy-war-games-violate-law-protecting-whales-and-dolphins/> and <http://aldf.org/downloads/AnimalsAdvocateWinter08.pdf>).

⁸ 2015 Animal Law Conference, <http://animallawconference.org/agenda/>

recognizes the importance of protecting ecosystems (a goal IUCN articulated in WCC-2012-Rec-159-EN, WCC-2012-Rec-160-EN, and WCC-2012-Rec-168-EN), one of the conference panels specifically focused on work in India and South America to protect ecosystems and wildlife habitats. In addition to panel discussions, the conference showed attendees a film about protecting Africa's rhinoceroses, a goal also noted in WCC-2012-Res-024-EN. The conference also offered a screening of a film about the black market of wildlife products and the devastating impact of wildlife trafficking. This conference once again demonstrates that ALDF's work aligns with IUCN's values of equality, inclusiveness, and respect for diversity of people, as ALDF included multiple voices from around the world in conversations about threats facing the earth and its inhabitants.

ALDF's international work to protect wildlife, ecosystems, and nature led it to become a primary sponsor of the Second Global Animal Law Conference,⁹ which took place in Barcelona, Spain in June 2014. The conference attracted participants from Argentina, Australia, Austria, Brazil, Canada, China, Dubai, England, Finland, France, Germany, Hong Kong, Italy, Japan, Kazakhstan, Nigeria, Portugal, South Africa, Spain, Switzerland, and other countries. This conference featured scholars discussing issues regarding: species management, shark fin consumption and the impacts it can have on shark populations and species loss, litigation on behalf of endangered species, and the international trade in live animals.

In your 8 December letter, you asked about the publication of ALDF's "official policies." In response, we wish to explain that, while ALDF wears multiple "hats," our role as lawyers and litigators precludes the publication of official policies. As litigators, ALDF has traditionally represented, and will continue to represent a broad array of clients with diverse backgrounds, missions, goals, policies, etc. In order to be able to advise and represent such a diverse clientele, ALDF does not have policies. Rather, in a given lawsuit, ALDF, as the attorney, represents the relevant policies of the client. In handling litigation, ALDF is often more in the role of law firm rather than advocacy organization. We hope that responds to your multiple questions regarding official policies.

At ALDF, we recognize and respect the IUCN Global Species Programme and the IUCN Species Survival Commission for working to combat species loss. We have reviewed the IUCN Species Strategic Plan 2013-2016, and wish to highlight specific results which we find particularly important, including Key Species Result (5)'s expanded training programs to inform nations about the world's threatened species. As an organization that hosts education and training opportunities for legal professionals and students and believes in the value of access to information, ALDF is particularly supportive of this principle. ALDF also supports Key Species Result (7)'s principle that using biodiversity

⁹ <http://www.uab.cat/web/newsroom/news-detail-1345668003610.html?noticiaid=1345673537574>

information and statistics concerning threatened species should “inform policy and action in [the] private and public sector.” ALDF relies heavily on scientific data in its lawsuits and policy work, and understands that accurate scientific information is essential to its effectiveness. Further, ALDF supports the rationale for Key Species Result (7) that corporate biodiversity responsibility should be ensured. Indeed, ALDF has taken legal action against companies that harm endangered species, in order to keep them accountable (for example, in Iowa, as referenced above, ALDF sued a private business for violating the Endangered Species Act. A similar action has been filed in Louisiana).¹⁰

ALDF applauds Key Species Result (12)’s species population-level monitoring and analysis actions. As noted, ALDF has filed lawsuits and raised awareness (through conferences and educational events) on behalf of elephants, rhinos, tigers, and marine species, who are specifically referenced in (12). ALDF further believes that these populations’ numbers should be monitored in order to prevent further species loss. For this reason, ALDF recognizes and supports Key Species Result (18)’s wildlife health monitoring. ALDF specifically supports (18)’s awareness-raising “on wildlife secondary poisoning... [and] use and disposal of toxic agents.” Indeed, the poisoning of non-target species was the topic of ALDF’s public information records request when ALDF and other environmental advocates learned that the United States Fish and Wildlife Service had contracted to have poison dropped on the Farallon Islands, off the coast of San Francisco.¹¹

Lastly, ALDF thanks the Species Survival Commission and Global Species Programme for tackling major conservation issues as outlined in Key Species Result (25). ALDF takes a special interest in the targets noted in (25), including: addressing the illegal animal product trade, combating poaching, analyzing the impact of bear farming, and supporting and monitoring actions on the most threatened species, including dolphins. ALDF has sent letters encouraging organizations not to auction export permits for the highly-endangered African black rhino,¹² provided a reward for the arrest of persons responsible for shooting dolphins in the Gulf of Mexico,¹³ and co-hosted film screenings that illuminate the global black market for wildlife products. ALDF employees have participated in dialogues about international solutions to reduce poaching, and ALDF recently co-hosted a documentary screening about the effects the bear farming and bear bile industries have on bears.

¹⁰ Breaux et al., v. Haynes, No. 3:15-cv-769, (U.S. Dist. Ct. M.D. La 2015); <http://aldf.org/press-room/press-releases/landmark-lawsuit-filed-to-free-candy-the-chimpanzee-from-decades-long-solitary-confinement-at-louisiana-amusement-park/>.

¹¹ <http://aldf.org/press-room/press-releases/aldf-environmentalists-demand-public-records-regarding-poison-dump-on-bay-areas-farallon-islands/>

¹² <http://aldf.org/press-room/press-releases/animal-advocates-take-on-sale-of-endangered-rhino-trophy-hunting-permit/>

¹³ <http://aldf.org/press-room/press-releases/5-000-reward-offered-for-information-leading-to-arrest-of-dolphin-killers-2/>

ALDF believes that many of IUCN's current members are engaged in comparable advocacy work, and ALDF is similar to other IUCN members. For example, like IUCN member the Global Center for Environmental Legal Studies, ALDF works on a wide range of global environmental and conservation issues. ALDF has petitioned for the regulation of greenhouse gas emissions, sponsored internationally-focused environmental law conferences, and advocated against the dumping of poisonous brodifacoum on various islands because of the poison's harmful effects on wildlife and the food chain. The stated mission of IUCN member, Society for the Protection of Animals Abroad, is to improve animal welfare, and its vision is to treat animals with compassion. ALDF has very similar values, so ALDF's animal protection work should not be uniquely objectionable. Also, like the Environmental Law Program at the William S. Richardson School of Law, which trains students to work in the field of environmental law, ALDF appreciates the importance of training students to be future legal advocates for the environmental and animal rule of law. ALDF has developed an active network of student chapters in law schools currently numbering more than 200 in the USA, Canada and New Zealand.¹⁴ ALDF hosts international conferences and national competitions for students to learn more about the fields of animal and environmental law, wildlife protection, and species preservation. Lastly, IUCN member NRDC's mission of defending endangered wildlife complements ALDF's mission to protect the lives of wild animals.

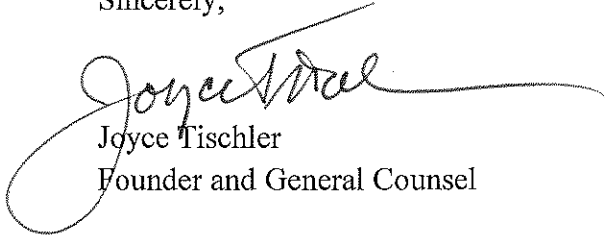
ALDF's similarities to other IUCN members highlight that ALDF is not a single issue organization. In addition to protecting the lives of animals through the legal system, ALDF is a well-respected voice within the North American environmental law field. In addition to the NRDC, ALDF has collaborated with organizations such as the Environmental Law Institute (an IUCN member) and the Center for Biological Diversity (a nonprofit conservation organization with more than 900,000 members and supporters). ALDF would be honored to participate in collaborative solutions to help IUCN fulfill its mission of conserving the integrity of nature. ALDF applauds IUCN's commitment to human diversity, and encourages IUCN to continue to include a range of voices in its Environmental Law Programme and other focus areas.

In closing, ALDF respectfully requests that IUCN approve its membership application, so that ALDF can more directly support and participate in IUCN's valuable conservation and wildlife protection efforts. ALDF is a well-respected voice in the field of environmental law, as well as animal law, and would be pleased to add its voice to the conversation on environmental preservation. ALDF also requests that IUCN identify the next steps for ALDF's application for membership between the date of this letter and the 2016 World Conservation Congress.

¹⁴ <http://aldf.org/about-us/saldf/student-animal-legal-defense-fund-chapters/>

Thank you for your time in allowing ALDF to explain its beneficial work in advocating for wildlife, nature, and the rule of law. Please share this response with the persons who received a copy of your 8 December letter, and feel free to share this response with anyone else you deem appropriate.

Sincerely,

A handwritten signature in cursive script, appearing to read "Joyce Tischler", with a long, sweeping horizontal line extending to the right.

Joyce Tischler
Founder and General Counsel

Additional clarification to letter from ALDF sent on 28 January 2016

From: Joyce Tischler [<mailto:jtischler@ALDF.org>]

Sent: 01 February 2016 23:28

To: GILMOUR-BIERI Fleurange; IUCN Membership

Cc: LAHMANN Enrique; HAWKINS Frank; GOOD Deborah; Stephen Wells; SHAHBAZ Mohammad

Subject: RE: IUCN - The Animal Legal Defense Fund membership application

Dear Fleurange,

My apologies if it appears that ALDF did not respond to specific questions in your 8 December letter. That was not intentional, and perhaps our response was overlooked in such a lengthy letter. Our intent was to provide a response that would cover any and all questions about ALDF's "policies." In short, ALDF does not have policies; the practice of having and publishing policies doesn't sync with our business model. To clarify that ALDF did, in fact, respond, I've pasted the answer that appears on page 4 of ALDF's 27 January letter:

In your 8 December letter, you asked about the publication of ALDF's "official policies." In response, we wish to explain that, while ALDF wears multiple "hats," our role as lawyers and litigators precludes the publication of official policies. As litigators, ALDF has traditionally represented, and will continue to represent a broad array of clients with diverse backgrounds, missions, goals, policies, etc. In order to be able to advise and represent such a diverse clientele, ALDF does not have policies. Rather, in a given lawsuit, ALDF, as the attorney, represents the relevant policies of the client. In handling litigation, ALDF is often more in the role of law firm rather than advocacy organization. We hope that responds to your multiple questions regarding official policies.

With respect to a situation that might require IUCN members to take an official position with regard to invasive species, zoos, or any other matter, ALDF would follow its customary and long-standing practice of assessing the situation on a case-by-case basis. We would do so in good faith, and in an effort to work collegially and respectfully with other IUCN members.

Once again, I wish to stress that ALDF believes strongly in IUCN's mission and the fact that its governance and positions on any given issue represent IUCN's ongoing efforts to protect the world's environment. ALDF wants to contribute to, not detract from, IUCN's wonderful work.

I hope this additional response is the clarification that is needed regarding ALDF policies of any sort.

All the best,
Joyce

From: GILMOUR-BIERI Fleurange [<mailto:fleurange.gilmour@iucn.org>]

Sent: Friday, January 29, 2016 2:13 AM

To: Joyce Tischler <jtischler@ALDF.org>; IUCN Membership <MEMBERSHIP@iucn.org>

Cc: LAHMANN Enrique <enrique.lahmann@iucn.org>; HAWKINS Frank <Frank.HAWKINS@iucn.org>;

GOOD Deborah <Deborah.GOOD@iucn.org>; Stephen Wells <swells@ALDF.org>; SHAHBAZ

Mohammad <bulqa1@gmail.com>

Subject: RE: IUCN - The Animal Legal Defense Fund membership application

Dear Joyce,

Many thanks for your detailed letter, which we will forward to the IUCN Council for their consideration. However, before we do so, may we ask you to provide us with a response on the issues of invasive species and zoos stated in the 3rd and 4th paragraphs of our letter from December 2015. It seems that your letter does not cover those specific points.

Many thanks and kind regards,
Fleurange

From: Joyce Tischler [<mailto:jtischler@ALDF.org>]

Sent: 28 January 2016 02:35

To: IUCN Membership

Cc: LAHMANN Enrique; HAWKINS Frank; GOOD Deborah; GILMOUR-BIERI Fleurange; Stephen Wells

Subject: RE: IUCN - The Animal Legal Defense Fund membership application

Dear Fleurange,

I have attached ALDF's response to the letter dated 8 December 2015 from the IUCN. We have endeavored to respond to all of the concerns raised in your letter, and hope that this resolves any remaining issues regarding ALDF's membership application.

Kindly confirm that you have received this email and are able to open the attachment.

Cheers,
Joyce

Joyce Tischler | Founder, General Counsel
Animal Legal Defense Fund | aldf.org
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Prof. Claudio Sillero
Head of Conservation
The Born Free Foundation
Broadlands Business Campus
Langhurstwood Road
RH12 4QP Horsham, West Sussex
UNITED KINGDOM

Gland, 8 December 2015

Ref: The Born Free Foundation's (BFF) IUCN Membership Application

Dear Professor Sillero,

We refer to your letter to us of 21 September 2015 replying to objections that were received to your application for IUCN Membership. The letter and the information contained in it were discussed at length during the Governance and Constituency Committee (GCC) meeting of IUCN Council held in October 2015. After careful consideration, it was felt that there were still some issues that needed to be clarified, and pending your replies, the decision on your application was deferred to the next Council meeting in April 2016, as communicated to you on 26 October 2015.

There is no denying the BFF track record in conservation efforts, and the GCC noted the fact that the BFF has not only supported the office of the IUCN SSC Canid Specialist Group since 1995 but has also funded the salary of the CSG Chair in full since 2003.

The GCC has also taken note of the information you provided concerning the BFFs stance on zoos and aquaria in conservation and the fact that the BFF does support the sensible application of *ex situ* conservation in certain situations, primarily where it complements *in situ* measures.

However, of main concern is that this statement is not consistent with the messaging on the BFF website. Whilst the GCC appreciates that the website, as the public interface, does not fully represent the body of work and policies of the organisation, the views expressed there do not appear to reflect what you have stated to us in your letter.

The BFF Mission Statement, for instance, refers to the BFF as believing wildlife to belong in the wild and working to phase out zoos. Similarly, on the BFF Campaigns page and on the Zoo Check page, there is reference to its actions to phase-out zoos and animal circuses. On the Zoos and Aquaria page, the BFF goes into more detail on why they wish to phase out zoos and even challenges the effectiveness of captivity-based conservation and education.

As you stated in your letter, most of the objections received concerned your stance on zoos and aquaria in conservation. This conflicts with IUCN Objectives and the GCC is seeking confirmation that that the BFF stance on zoos and aquaria as detailed in your letter of 21 September is actually the BFF policy. If so, is this reflected anywhere in your Statutory documents or elsewhere? When and how will this be visible on the public website?

Does the BFFs challenge to the effectiveness of captivity-based conservation extend to *ex situ* captive breeding?

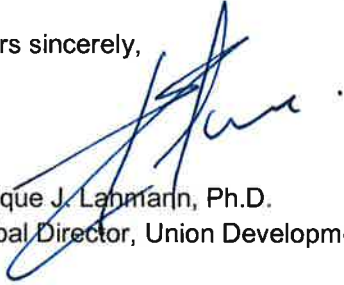
The GCC is also seeking confirmation on the BFF position regarding alien invasive species. Such species can cause many problems to ecosystem (eg. feral horses, dogs, cats, etc.) and the GCC is interested to know what the BFF policy would be in a situation where, following scientific research, eradication or culling was advised, for example.

By answering these questions and providing further information for the GCC will mean they are in a better position to make a more considered decision and recommendation to the IUCN Council on your application when it next meets in April 2016.

We appreciate the time you have dedicated to this application and we remain at your disposal for any other information you may need from us.

We look forward to hearing from you in due course.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Enrique J. Lanmann', is written over the typed name and title.

Enrique J. Lanmann, Ph.D.
Global Director, Union Development Group

Copy to: Governance and Constituency Committee of IUCN Council
Luc Bas, Director, IUCN European Regional Office
Constantine Makris, Membership Focal Point



Born Free Foundation
Broadlands Business Campus
Langhurstwood Road
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West Sussex
RH12 4QP

T 01403 240170
E wildlife@bornfree.org.uk
www.bornfree.org.uk

Charity No 1070906

Enrique Lanmann
Global Director
Union Development Group
IUCN (International Union for Conservation of Nature)
28 rue Mauverney, CH-1196 Gland, Switzerland

9th February 2016

RE: The Born Free Foundation's (BFF) IUCN Membership Application

Dear Dr Lanmann

Thank you for your letter dated 8th December 2015 by which the Governance and Constituency Committee (GCC) sought clarification of some issues regarding our application for membership of the Union.

I appreciate the GCC's important acknowledgement of BFF's track record in wildlife conservation efforts, and the significant financial support that the Foundation has provided for the IUCN SSC Canid Specialist Group for nearly two decades, as well as our track record supporting and funding many worthwhile wildlife conservation causes across the globe.

Similarly, the GCC takes note of the information we provided concerning the Foundation's stance on zoos and aquaria in conservation, particularly the fact that BFF supports the sensible application of *ex-situ* conservation efforts in some situations.

My letter of 21st September 2015 addressed the concerns raised by the GCC in great detail, and it represented the concerted effort of several senior members of the organisation, including our CEO Mr Adam Roberts. I can assure you that the document represents our current views and objectives with regard to the conservation of biological diversity in our troubled globe.

The BFF applied for membership of the Union since it considered the IUCN to be a pro-conservation organization, and a broad church encompassing a diversity of views and approaches to the maintenance of global diversity. In that forum, as a Union member the BFF would be able to work together with other members on conservation issues, including with zoos – with whom we already work on a variety of issues and in a variety of fora, even if we may have a fundamentally opposed view on captivity generally.

Here I would like to address some concerns of the GCC with regard to our philosophy and aims, which seem to arise from your browsing of our website.

The BFF Mission Statement reflected in the website is the one originally logged with the UK Charity Commission when the Foundation was established. Of course, this is a mission statement that does not reflect a variety of specific nuances that might arise over time or in specific instances.

To dispel the GCC concerns, a modern interpretation of our mission is that we remain interested in phasing out the modern commercial captivity enterprise known as zoos, which do not hold genuine conservation value but rather serve to entertain human visitors while keeping wild animals in unnatural conditions.

Where appropriate the Foundation is willing to cooperate with responsible bodies to ensure that all zoos meet the highest international standards of animal welfare and husbandry, while delivering real conservation value for threatened species in the wild. We see it as our responsibility to take action to see that those zoos that do not comply are closed down. Furthermore, we will continue to push to raise the bar on animal welfare in zoos, and to scrutinise the conservation claims of zoos. Surely the IUCN does not implicitly support all zoos and we would clearly agree with the Union and individual accredited zoo authorities alike that roadside zoos and menageries should indeed be closed.

Not endorsing zoos as commercial captivity enterprises does not equate with our ability, and willingness, to work with zoos to progress genuine conservation. I would like to stress that BFF's IUCN membership application was co-sponsored by the Wildlife Conservation Society, endorsing BFF as a *bona fide* field conservation organisation. WCS manages several zoos and is the world's most comprehensive wildlife conservation organization.

This endorsement is also reflected by other field conservation collaborations the BFF has with not-for-profit zoos that genuinely work for conservation, and which are either IUCN Members or are eligible for IUCN membership. We do so in several field projects where we have partnered and co-funded with zoos and zoological societies. For instance in Ethiopia we work closely with the Frankfurt Zoological Society. And among similar initiatives, we co-fund the Ethiopian Wolf Conservation Programme with the St Louis Zoo and Houston Zoo.

Additionally, we work with zoos at CITES meetings, where we have been involved for more than two decades. Furthermore, we have worked with the zoo community on a variety of campaigns such as ending the ownership of exotic animals as pets, and combating the illegal wildlife trade. In the context of the *compassionate conservation initiative* we launched in 2010 we have partnered with Detroit Zoological Society and San Diego Zoo

In response to one of the GCC specific queries, we do not object to *ex situ* captive breeding for reintroduction of threatened species, where there is a well-made conservation justification, and where *in situ* efforts are in place, but by themselves cannot guarantee the survival of a species or population. Our stance also means that we do not believe that holding or breeding animals in captivity in zoos *per se* necessarily benefits the conservation of those species. This is no different a policy than, for instance, that of the IUCN SSC African

Elephant Specialist Group, which has suggested concern “by the poor breeding success and low life expectancy of captive African elephants and does not see any contribution to the effective conservation of the species through captive breeding per se.”

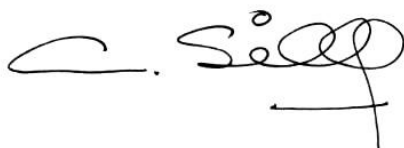
The GCC queries whether some of the views presented in my earlier letter will become visible in our website. We are in the process of launching a new website, and I can assure you that when reviewing website contents we will endeavour to portray the views explained above, and offer clear messaging of our conservation aims and objectives.

The last point the GCC is seeking confirmation of the BFF’s position regards invasive species and their management. We value a world where native biodiversity is protected, and ecological processes maintained. Alien species often, but not always, threaten diversity, and there are countless examples where alien species have pushed a local population or species to extinction. [A more pragmatic approach to managing invasive species is emerging though, influenced by the climate change paradigm. In some situations aliens may become naturalised and be considered a part of the dynamics of an ecosystem, and situations emerge where complete removal of an alien is no longer practical or feasible; we may then consider alternative mitigation approaches.]

We acknowledge research that demonstrates how alien species may challenge threatened species, and are open to methodologies that seek to mitigate such threats. But then we would always consider lethal control only as a last resort, promoting instead non-lethal approaches, for example methods that seek to control reproductive output, or biological control. For instance, we have funded the vaccination of domestic dogs to protect endangered Ethiopian wolves from disease outbreaks. Only in cases where culling is truly the only workable strategy and once all other avenues have been assessed we would consider it, and then the welfare of the individual animals to be removed will be paramount. To this end, however, we must also consider the human responsibility in creating the problem where invasive wild animals are introduced into an alien arena, and work together to enact policies and laws at all levels of government that prevent these problems from arising in the first place. This is where Born Free puts its efforts most significantly.

I trust the response to your queries presented above satisfy the requirements for IUCN Membership, and look forward to joining the Union in due course.

With best wishes

A handwritten signature in black ink, appearing to read 'C. Sillero', with a horizontal line underneath.

Prof. Claudio Sillero
Head of Conservation
The Born Free Foundation

claudio@bornfree.org.uk

+44 1865 611113

Annex VII – Correspondence from/to IUCN Members on the Born Free Foundation admission since Council decision C/88/21 in April 2016.

1. Correspondence to all IUCN Members about admission of new Members including Born Free Foundation – April 2016

QUOTE

From: IUCN - Membership Unit [<mailto:membership@iucn-email.org>]

Sent: 15 April 2016 16:16

To: GILMOUR-BIERI Fleurange

Subject: IUCN Welcomes 22 New Members

To: IUCN Members

CC: National and Regional Committees; IUCN Councillors; Director General; Regional Directors; Membership Focal Points; Union Development Group.

IUCN welcomes 22 new Members

Dear IUCN Members,

The IUCN Council admitted 22 new Members bringing the IUCN membership to a total of 1351 Members, the highest number to date.

The Council, President, Director General and entire Union extend a very warm welcome to the new Members and Committees and look forward to their active involvement.

Who are these new Members? Find out on the [Union Portal](#).

Login with your username and password to access the page shown below.

Use the [IUCN Member](#) and [People](#) searches on the Union Portal to **connect** with these new Members.

Best regards,

Union Development Group
membership@iucn.org

END QUOTE

2. Correspondence with the International Council for Game and Wildlife Conservation (CIC), Hungary – May 2016

- Letter from CIC received on 2 May 2016 and reply from the Secretariat sent on 4 May 2016 (**REFER TO NEXT PAGES**).



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

Director General

Budapest 2nd of May 2016

Dr. Enrique Lahmann

Director of the Constituency Support Group and Director of the World Conservation Congress
International Union for Conservation of Nature (IUCN)
Rue Mauverney 28
CH-1196 Gland
Switzerland

Subject: Transparency of IUCN Members' admission process

Dear Dr. Lahmann, dear Enrique,

with reference to your e-mail from the 29th of February 2016, we have noted that the Born Free Foundation has been admitted as member of the IUCN. As the IUCN Council has taken the in our view fateful decision to allow an animal rights organization with questionable nature conservation record to become an IUCN member, we would be most grateful to receive the responses of the Born Free Foundation to the objections of member organizations. You might wish to share these responses with all objecting member organizations. It would be also helpful to know, what Council discussed in the broad sense and what finally made Council decide to admit the Born Free Foundation (probably contained in the Council minutes).

Our concern with regard to the transparency of the members' admission process remains valid and we might consider to question the admission process on these grounds.

Best regards

Tamás Marghescu

Reply from the Secretariat to CIC letter

QUOTE

From: LAHMANN Enrique

Sent: 04 May 2016 22:03

To: Tamas Marghescu

Cc: 'Nick Doherty'; 'Filippo Segato'; 'Andreas Leppmann'; david.clavadetscher@sandona.ch; 'Ben Carter'; 'Deb Hahn'; BURHENNE Wolfgang; 'Aaron Laur'; MARTIN Vance; b.chevron@yahoo.fr; wieke.edinger@nordichunters.org; DICK Gerald; 'Aman George P.'; GILMOUR-BIERI Fleurange; OVER Sarah; IUCN Membership

Subject: RE: IUCN Members' admission process and transparency

Dear Tamas;

As per your written and telephonic requests, I am attaching the following documents:

1. The communication sent to Born Free Foundation (BFF) with the objections received
2. BFF reply to the objections
3. The letter sent to BFF following instruction from the Governance and Constituency Committee (GCC)
4. BFF reply to questions from GCC.

Let me take this opportunity to remind you that the admission of Members is one of the responsibilities of the IUCN Council [article 46(h) of the IUCN Statutes]. They do it upon the recommendation of GCC.

The admissions process is clearly defined in the IUCN Statutes and Regulations (Art. 6-11 & Reg. 3-20). Once an application is received it is assessed by the respective Membership Focal Point, and then forward to the Membership Unit in IUCN Headquarters. The Secretariat role is restricted to verify that all required documentation has been submitted; we do not -and cannot- make any judgment on the merits of the applicant.

Applications received by the deadline are circulated to all IUCN Members, who can file an objection. In the case of Born Free Foundation 24 Members did submit an objection. The objections (in an anonymous way) were forwarded to the applicant with the request to address the objections (see attached e-mail "IUCN Member objection to the admission of Born Free Foundation). BFF sent on time their reply (see attached document "2. Reply Born Free"). GCC, considering the application, the objections and the reply to the objections makes a recommendation to Council.

In this specific case, BFF application was first considered at the Council meeting in Hainan in October 2015. GCC decided to defer the consideration of the application in order to obtain additional information from BFF and particularly in relation to their policies on sustainable use and also on zoos (see attached document "3. Letter to Born Free"). BFF sent their reply to GCC (See attached document "4. Reply Born Free").

On the basis of all documentation received, including the fact that BFF has working relationships with one of SSC's Specialist Group, GCC unanimously recommended to the IUCN Council the admission of BFF. Council also unanimously decided to admit BFF. One important consideration was that IUCN, as a convening platform, should provide space for Members that represent the full spectrum about conservation.

Last, but not least, please take note of Article 10 of the IUCN Statutes: "any decision of the Council on admission of an applicant may be appealed by 10 Members eligible to vote"... "The World Conservation Congress, on such an appeal, shall have the right to reverse the Council's decision by a two thirds majority of the votes cast by each category of Member eligible to vote". Link to this,

Regulation 19 indicates "an appeal against any decision of the Council in respect of the admission shall be made within six months of notification of the Council's decision".

BTW, in the same Council meeting the application from the Animal Legal Defense Fund (ALDF) was rejected.

With best wishes,
Enrique

END QUOTE

3. Correspondence with the World Association for Zoos and Aquaria (WAZA), Switzerland – June 2016

- Letter from WAZA received on 14 June 2016 and reply from the Secretariat sent on 16 June 2016 (**REFER TO NEXT PAGES**).



World Association of
Zoos and Aquariums
WAZA | United for
Conservation®

Inger Andersen,
Director General
IUCN
Rue Mauverney 28
1196 Gland

Received
14 JUN 2016
17. 2016/06

Gland, 13th June, 2016

Ref: Born Free as new IUCN member

Dear Inger,

The undersigned members of IUCN are deeply concerned about the recent decision of IUCN Council to finally accept Born Free Foundation as a member of IUCN. While we agree that diversity is always welcome in the Union it should take the form of a constructive exchange of views, mutual respect and working with, rather than against, other members. Diversity does not exempt members from adhering to the Union objectives. In the official mission statement of Born Free on their website, it says "Born Free believes wildlife belongs in the wild and works to phase out zoos". In the answer to IUCN, the Born Free Head of conservation replied that the organisation has partnered with zoos and zoological societies and that they do not object to *ex situ* captive breeding for reintroduction of threatened species. While it seems questionable whether the head of conservation of this organisation is authorized to speak on behalf of Born Free in such an important legal matter instead of the CEO, this argumentative, contradictory and aggressive anti zoo language of Born Free Foundation is still to be found on social media blogs.

In this context, it is of major concern to WAZA that an organisation has been admitted as a member that dedicates so much of its time and resources to attacking the good zoos and their related foundations which do so much conservation work in line with IUCN objectives. The Born Free Foundation says that it would clearly agree with the IUCN and individual accredited zoo authorities alike that roadside zoos and menageries should indeed be closed, but instead its actions demonstrate that it tries to damage the zoos with the best track-record in conservation. To our knowledge, there are no other members of the IUCN which continuously devote resources and effort to discredit and undermine the conservation contributions of other members, which happen also to be zoos and aquariums.

WAZA and many WAZA members are supporting the work of IUCN in various ways and hence the education and conservation work of the zoo community is highly respected. IUCN for instance has published "Guidelines on the Use of Ex situ Management for Species Conservation, for Reintroductions and Other Conservation Translocation and for the Placement of Confiscated Animals", highlighting the importance of the work of

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GERALD DICK
EXECUTIVE DIRECTOR
www.waza.org

IUCN Conservation Centre
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Fax +41 (0)22 999 07 91
secretariat@waza.org

WAZA COUNCIL

Susan HUNT, Perth (Australia) – President | Jenny GRAY, Melbourne (Australia) – President Elect
Lee EHMKE, Houston (USA) – Immediate Past President | Kevin BELL, Chicago (USA) | David FIELD, London (UK) | Patricia SIMMONS, Greensboro (USA) | Clément LANTHIER, Calgary (Canada) | Theo PAGEL, Cologne (Germany) | Radoslaw RATAJSZCZAK, Wroclaw (Poland) | Damián PELLANDINI, Escobar (Argentina)

zoos. Zoos are amongst the big players in conservation and following the WAZA Conservation strategy the link between *ex situ* and *in situ* is being enforced and becomes more important for the survival of species than ever before.

The undersigned are deeply disappointed by the procedure and decision of IUCN Council. We believe that the Born Free Foundation does not share and support the objectives of IUCN as requested in Art 7 of the IUCN statutes and we are also concerned about the nontransparent membership application process. The objectors have not been informed about Born Free's answer to IUCN and have not been given the opportunity to react to their explanations. The final decision of Council has also not been directly communicated to the objectors.

Because of this procedural inconsistency and because of the challenging activities of Born Free against existing members of IUCN and against the important *ex situ* conservation component, we ask to reconsider the decision of Council.

Kind regards



Gerald Dick
WAZA Executive Director

Also on behalf of the following IUCN/WAZA members:

Chester Zoo
Frankfurt Zoological Society
Loro Parque Foundation
ZGAP
Zoo Leipzig
Zoo Köln
ZooSchweiz



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mail@iucn.org
www.iucn.org

16 June 2016

Dr Gerald Dick
WAZA
Executive Director
IUCN Conservation Centre
Rue Mauverney 28
1196, Gland
Switzerland

Dear Gerald;

This is to acknowledge receipt of your letter dated 13 June 2016 addressed to IUCN's Director General in relation to the decision by the IUCN Council to accept Born Free Foundation as a Member of IUCN.

While we forward your letter to the Governance and Constituency Committee of the IUCN Council and pending the Committee's advice, let me reproduce here what the IUCN Statutes and Regulations prescribe as the process to file an appeal against Council decisions on admission of new Members:

Art. 10 of the Statutes:

Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations. The World Conservation Congress (hereinafter referred to as "the World Congress"), on such an appeal, shall have the right to reverse the Council's decision by a two-thirds majority of votes cast by each Category of Member eligible to vote.

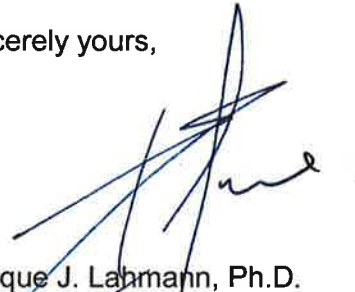
Regulation 19:

An appeal against any decision of the Council in respect of the admission shall be made within six months of notification of the Council's decision.

Notification of the Council decision to admit 22 new Members, including the Born Free Foundation, was sent to IUCN Members on 15 April 2016 (attached). Therefore, the deadline for making appeals under Regulations 19 and Article 10 of the Statutes (the latter requiring the appeal to be made by 10 Members eligible to vote) would be 15 October 2016. If you consider filing an appeal for consideration at the forthcoming World Conservation Congress, we advise to

submit it well ahead of the opening of the Congress in order to take it into account in the planning of the Members Assembly.

Sincerely yours,



Enrique J. Lahmann, Ph.D.
Global Director
Union Development Group

cc: IUCN Governance and Constituency Committee
Inger Anderson, IUCN Director General
Chester Zoo
Frankfurt Zoological Society
ZGAP
Zoo Leipzig
Zoo Köln
ZOOSchweiz

Attachment

**4. Correspondence with the European Association of Zoos and Aquaria (EAZA),
The Netherlands- June-July 2016**

- Letter from EAZA received on 29 June 2016 and reply from the Secretariat sent on 22 July 2016 (**REFER TO NEXT PAGES**).



EAZA Executive Office

c/o Artis Royal Zoo
PO Box 20164
1000 HD Amsterdam
The Netherlands

Phone: +31 20 520 0750
Fax: +31 20 520 0752
Email: info@eaza.net
Website: www.eaza.net

Inger Andersen
IUCN Director General
Rue Mauverney 28
1196 Gland
Switzerland

29 June 2016

Dear Ms Andersen,

I am writing on behalf of the European Association of Zoos and Aquaria (EAZA) to register our concern regarding the recent decision by IUCN Council to admit the Born Free Foundation to the membership of IUCN. The details of our original objection have been recorded and noted by the Council, however, EAZA believes that the appeals process has failed in this instance on at least two counts:

In the first instance, while we understand and commend IUCN's aims of inclusivity and diversity of membership, there is still clear evidence that the Born Free Foundation is working actively to end the practice of keeping animals in human care at zoos and aquariums. IUCN recognizes the role that zoos and aquariums can play in conservation, education and research, and indeed has supported the scientific approach of EAZA members at times of sustained media scrutiny and criticism. Born Free's head of conservation has stated in his reply to the objections presented to their application for membership that the Foundation intends to modify its website to remove its stated aim to phase out zoos. To date this has not happened. Given that this mission has been central to the Foundation throughout its twenty year history, EAZA must remain sceptical that it will modify this position in order to retain membership of the Union. Indeed we cannot accept that the Born Free Foundation is in compliance with Article 7 of the IUCN Statutes until it states publicly and clearly that it is no longer working to phase out progressive zoos such as those that constitute the membership of EAZA and other well-respected regional zoo associations, particularly those that play an active part in the Union as members in good standing.

We also believe that the appeals process in itself has not been clear, and that no opportunity was given to those parties registering objections to Born Free's application to reply to the conservation officer's replies. With respect, we feel that Born Free's replies to the objections are at best non-committal and at worst completely unsupported by concrete actions on their part. Assurances given in order to legitimise the application in no way address the original objections; in short, we believe that the demands made on the Foundation to comply with Article 7 carried no burden of proof, and will, in short order, be ignored by the applicant. We believe that membership of IUCN should have been contingent on proven action by Born Free to address the concerns, with further consultation of objecting parties including EAZA and other zoo members a necessary step to ensure this compliance.

We therefore respectfully request that the IUCN Governance and Constituency Committee (or alternate appropriate group):

- Monitor the stated update of the Born Free website to check that it reflects the views on zoos as represented in the response letter from Born Free of 9 February, and be open to reviewing the Born Free application if the proposed changes are not made.



EAZA Executive Office

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The Netherlands

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Website: www.eaza.net

- Review the appeals process to make it more inclusive and transparent to objectors, both as part of the process and as it pertains to communication with objectors prior to communication with the wider IUCN membership.

Yours sincerely and with thanks,

Thomas Kauffels,
EAZA Chairman



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membership@iucn.org
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Mr. Thomas Kauffels
EAZA Chairman
EAZA Executive Office
c/o Artis Royal Zoo
P.O. Box 20164
1000 HD Amsterdam
The Netherlands

Gland, 22 July 2016

Ref: The Born Free Foundation (BFF)

Dear Mr. Kauffels,

Please first accept our apologies for the delay of our response. We would like to thank you for your letter dated 29 June 2016 addressed to IUCN's Director General in relation to the decision by the IUCN Council to accept the Born Free Foundation (BFF) as a Member of IUCN.

Let us address your concerns about BFF's website not being amended, even though they had indicated that they were "*in the process of launching a new website which would portray the views explained in their letter and offer clear messaging of their conservation aims and objectives*".

BFF's letter indicated that they were "*willing to cooperate with responsible bodies to ensure that all zoos meet the highest international standard of animal welfare and husbandry, while delivering real conservation value for threatened species in the wild*". It also indicated that it was "*their responsibility to take action to see that those zoos that do not comply are closed down*" and that "*Not endorsing zoos as commercial captivity enterprise does not equate with Born Free Foundation's ability and willingness to work with zoos to progress genuine conservation*".

It is correct that to-date their website does not seem to reflect the above and we are going to contact them regarding their commitment to make the necessary changes. Their new website may not have been launched yet and we hope this is the reason why the statement of "phasing out zoos" is still stated.

The Governance and Constituency Committee of IUCN Council will be informed of this matter and your letter will also be sent to the Committee for further advice.

In case the European Association of Zoos and Aquaria wants to appeal against Council's decision, the following process should be followed, as prescribed by the IUCN Statutes and Regulations:

Art. 10 of the Statutes:

Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations. The World Conservation Congress (hereinafter referred to as "the World Congress"), on such an appeal, shall have the right to reverse the Council's decision by a two-thirds majority of votes cast by each Category of Member eligible to vote.

Regulation 19:

An appeal against any decision of the Council in respect of the admission shall be made within six months of notification of the Council's decision.

Notification of the Council decision to admit 22 new Members, including BFF, was sent to IUCN Members on 15 April 2016. Therefore, the deadline for making appeals under Regulations 19 and Article 10 of the Statutes (the latter requiring the appeal to be made by 10 Members eligible to vote) would be 15 October 2016. If you consider filing an appeal for consideration at the forthcoming World Conservation Congress, we advise to submit it well ahead of the opening of the Congress in order to take it into account in the planning of the Members Assembly.

We will keep you informed of BFF's reply to our letter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Enrique', with a stylized flourish above the name.

Enrique J. Lahmann, Ph.D.
Global Director
Union Development Group

Copy to: Governance and Constituency Committee of IUCN Council
Luc Bas, Director, Director, IUCN European Regional Office
Constantine Makris, Membership Focal Point, IUCN Eastern Europe and Central Asia Regional Office

5. Correspondence with the International Council for Game and Wildlife Conservation (CIC), Hungary – July-September 2016

- Letter from CIC received on 19 July 2016 and reply from the Secretariat sent on 27 September 2016 (**REFER TO NEXT PAGES**).



Conseil International de la Chasse et de la Conservation du Gibier
Internationaler Rat zur Erhaltung des Wildes und der Jagd
International Council for Game and Wildlife Conservation

President

July 19, 2016

Mr. Zhang Xinsheng

President

IUCN

Re: The IUCN Application Process and the Admission of the Born Free Foundation as a Union Member

Dear Mr. President,

It is with deepest concern and the desire to prevent our Union from being severely harmed that we write to you. The central issue of our letter is the process that led to the admission of the Born Free Foundation (BFF) as a member of the International Union for the Conservation of Nature (IUCN).

We believe that this process suffered from formal inconsistencies and content related shortcomings that have led to far-reaching, uninformed decisions by the Governance and Constituency Committee (GCC) and the IUCN Council. We have detailed our concerns under the headings below, which we feel are sufficiently grave to warrant a full, independent, and transparent investigation of the application process.

1. The Majority of Objections Were Provided in Abridged Form

Existing members have the right to object to a membership application, and 23 member organizations exercised this right in objection to the application of BFF. Objections appear to have been forwarded to BFF as follows:

- On August 20, 2015, the IUCN membership unit contacted BFF regarding one objection relating to BFF's position on zoos and aquaria in particular, quoting large sections of the original objection¹.
- BFF either did not respond to this objection, or this response has not been made available to us.
- On September 7, 2015, the IUCN Membership Unit sent BFF another communication regarding objections from an additional 22 members². However, instead of providing BFF with the original objections in full, or at least quoting large sections of the original objections, the objections were collated into a single tabular and significantly abridged summary, which did not fully convey the original content.

- BFF replied to these objections on September 21, 2015³, which is within the required three-week timeframe specified in Article 17 of the IUCN Regulations.
- On December 8, 2015, the IUCN Membership Unit contacted BFF with additional queries raised by the IUCN Council⁴.
- BFF replied to these queries on February 9, 2016⁵, which is outside of the required three-week timeframe specified in Article 17 of the IUCN Regulations.

The objections in the table appear to insufficiently reflect the details of the objections as they were put forward by the objecting member organizations. For example, the International Council for Game and Wildlife Conservation (CIC) prepared a 3-page objection letter that detailed the importance of sustainable and equitable natural resource use as one of the pillars of conservation; the importance of bushmeat harvesting to livelihoods; and the contribution of trophy hunting to conservation. The CIC expressed its concerns that BFF fundamentally opposes and actively campaigns against any hunting of wildlife, regardless of sustainability. An additional annex contained specific examples. This 3-page letter was reduced to a few short paragraphs and lines that do not convey the original objections adequately. Additionally, none of the examples in the annex were included.

To illustrate the degree of detail that has been lost in the summary, the second paragraph of the objection letter from the CIC reads as follows:

“BFF is in violation of IUCN Statutes Part II (2). In particular, BFF fails to fulfil IUCN Statute Part II, 3(h) and does not convince us that it would influence national and international legal and administrative instruments so that societies are able to enjoy the benefits provided sustainably by nature and natural resources. The website of BFF includes numerous categorical messages against trophy hunting and the harvesting of bushmeat while the CBD and IUCN regard trophy hunting as likely to contribute to conservation and equitably share the benefits of the use of the resource and regard sustainable use as the second pillar of conservation. The sustainable harvesting of bushmeat is a crucial part of livelihoods, especially in developing countries, and is part of any successful conservation strategy and definitely not a practice to oppose.”

The closest we could find to this paragraph in the objection summary was:

“Violates Statutes Part II (2) and 3 (h). Fail to convince that they would influence national and international legal and administrative instruments; they are anti trophy hunting;...”

Not only has significant detail been omitted, but the objection regarding the influence over legal and administrative instruments has not been portrayed correctly. Additionally, the CIC was not the only objecting member to include specific examples and the omission of these is critical. The fact that BFF has not had to justify any of its specific activities and campaigns means that its application for Union membership has been assessed on theoretical positions on general issues rather than what BFF actually does, the campaigns it actively undertakes and the information it actively disseminates to its members and the public.

The omission of all the information provided by each objector in the summary table means that BFF was not able to fully respond to the objections of Union members. It also follows that the GCC and IUCN Council may also not have seen the original objections in full. The IUCN Council is required to consider member objections according to Article 8a of the IUCN statutes. If the IUCN council only considered the objections summary, then they did not consider the member objections appropriately.

It is also noteworthy that in their response dated September 21, 2015³, BFF also describes the objections as overly simplistic. This, however, does not justify BFF’s later description of the objections:

“Moreover, none of the objectors appear to substantiate the fundamental claim that the work of the BFF is in conflict with the statutory objectives and activities of the IUCN. Rather, the use of similar or identical wording in many of the objections would seem to indicate that many of these objections might have been instigated by a coordinated campaign opposing BFF access to the Union, rather than by well-thought-out genuine concerns of each of those members.”

We completely reject this assertion. Member objections were well thought out and well-articulated and contained several examples. They were not part of any coordinated campaign, but reflected the genuine concern of each objecting member that BFF does not share and support the objectives of the IUCN. BFF was also aware that it had received a summary and should have requested the original objections rather than dismissing member objections as poorly thought out.

2. Not all Objections Were Addressed by BFF

The objection forwarded to BFF on August 20, 2015¹ was not replied to or no reply has been provided by the IUCN Council for us to review. In our opinion, the concerns of this objecting member have also not been addressed in subsequent correspondence between BFF and the IUCN. This is not due process. Has this objection been overlooked by BFF, the GCC, and the IUCN council?

In their response to the objections provided in summary format on September 7, 2015, BFF does not appear to have addressed objections relating to its active campaigning against conservation efforts that involve the sustainable use of natural resources. There is no discussion of its membership of SSN, nor is there any response to concerns about BFF’s active opposition to hunting for bushmeat and trophies. Given the number of objections on the grounds of active opposition to sustainable use, it is hard to understand how BFF’s response to these objections was considered adequate without any further clarification of its position on sustainable use and without BFF having to provide written justification of its campaigns in these areas. Unfortunately, it appears as though any objections based on sustainable use have simply been ignored. This is something that should have been addressed by the GCC and IUCN Council. Why was an application approved without all member objections being replied to in writing by the applicant? Why did the council not seek additional assurances about sustainable use in its subsequent correspondence with BFF?

3. BFF’s Assurances are Inconsistent with their Website

The BFF website is an important interface between BFF, its subscribing members, and the public. Several IUCN members cited content on the BFF website in their objections. Of particular concern, was the BFF mission statement where BFF is silent on sustainable use of biodiversity and states that it works to phase out zoos, a clear anti-zoo stance and a clear stance against sustainable trophy and bushmeat hunting.

In contrast to its website, BFF assured IUCN in its first response³ that it is not, in fact, against all zoos, but actually supports the sensible application of *ex-situ* conservation under certain circumstances. The GCC raised this inconsistency in a subsequent letter to BFF⁴ and BFF responded on February 9, 2009⁵ with a further assurance that the views expressed in the earlier response (which it had requested remain confidential) were the current views of BFF. BFF also assured the IUCN that their website was being updated and the new version would portray the position it had stated in its correspondence with the IUCN. BFF recommended that a more modern interpretation of the mission statement is that *“we remain interested in phasing out the modern commercial captivity enterprises known as zoos, which do not hold genuine conservation value but rather serve to entertain human visitors while keeping animals in the wild under natural conditions”*. Unfortunately, this interpretation is still a blanket statement against all zoos.

As of June 9, 2016, the BFF website has still not been updated. Additionally, since writing to the GCC on February 9, 2015, there have been several press releases on the BFF newsfeed that dispute the conservation importance of zoos and continue to argue for the closure of all zoos. A list of these articles has been attached as Annex 2. These press releases indicate that BFF continues to pursue an active anti-zoo agenda contrary to the assurances it provided to the IUCN.

We feel that this raises additional questions over the application procedure. In response to concerns from the IUCN council, BFF promised to update their website. Why were they allowed to become an IUCN member before they did so? Was any assurance sought that the website would actually be updated? Was any timeline agreed upon? Why was the information BFF disseminates to the public and its own members not given greater weight than assurances in correspondence that BFF had requested not be made public? In light of subsequent press releases, are these assurances false?

4. The Response to Objections was not Provided to Objecting Members

The CIC communicated with the IUCN Membership Unit on September 30, 2015 requesting that BFF's responses to their objections be made available⁶. On November 3, 2015, the IUCN Membership Unit advised that that BFF had requested that their response remain confidential⁷. This was on the basis of legal advice and a lack of clarity in the IUCN statutes and procedures. On February 17, 2016, the IUCN Membership Unit advised that the membership application form had been updated to state that objections and other relevant information may be shared, but that this change would not be applied retrospectively to the BFF application⁸. On February 29, 2016, the IUCN Membership Unit advised the CIC that the GCC's position was that they should not release any information to third parties while they are in the process of making decisions on applications⁹.

Any membership process in which an applicant gets to choose to deny providing information to existing members is unusual and raises transparency concerns. While this may well result in a longer and more arduous application process, we feel that this is only likely to occur for controversial appointments where transparency and accountability are of paramount importance to preserve harmony in the Union. While we welcome the change to the application form, we feel that it also needs to be made clear in the procedures that an objecting member has the right to view the response to its objections. The process that led to the admission of BFF as a Union member highlights the importance of this requirement. Had members been able to see the BFF response, the inadequacies in the summary would have been exposed before and not after membership was granted. Objecting members would have been able to highlight which of their objections had simply not been answered and also where the response was inadequate or unconvincing. Members would also have been able to raise further concerns over inconsistencies between BFF's letters and the BFF website. As the IUCN Council is required to consider member objections, we also feel it is important that there is accountability to members that their objections have been considered. We also note that, in general, the best protection the Union has from false assurances from applicants is to make such correspondence available within the Union.

5. Diversity in the IUCN and the IUCN Objectives

In both of its responses, BFF correctly points out that the Union embraces diversity. While diversity is always welcome in the Union, it should take the form of a constructive exchange of views, mutual respect, and working with, rather than against, other members. Diversity does not exempt members from adhering to the Union objectives or allow one member to obstruct the legitimate activities of another member in its pursuit of fulfilling the Union's objectives. Objecting members are concerned that BFF does not merely disagree with animal captivity or hunting in general, but often actively campaigns against legitimate conservation efforts in these areas and encourages its own membership and the general public to do the same. Any activity that obstructs

the fulfilment of the Union's objectives cannot be excused on the basis of diversity within the Union.

As an example, mining companies also work closely with governments, conservation groups, several IUCN members, and other stakeholders in conservation projects and spend significantly more money on conservation than most IUCN members. Should mining companies be allowed to join the Union on the basis of diversity? No. The core purpose of a mining company is not to fulfil the objectives of the IUCN, but to extract mineral resources for profit. Indeed, mining companies might well abuse their membership privileges by influencing policy to advance the agenda of resource extraction at the expense of conservation. Full adherence to the objectives protects the Union from such conflicts of interest.

In an e-mail received by the CIC from the GCC on May 4, 2016¹⁰ regarding BFF's admission as an IUCN member, it was stated that *an important consideration was that IUCN, as a convening platform, should provide space for members that represent the full spectrum about conservation*. In a membership application process where the applicant did not provide a response to a single objection regarding the sustainable use of biodiversity and was not required to justify its stance on specific issues, we are forced to ask: Exactly how much weight was diversity given in the Council's decision? Was an organization that does not seek to fulfil the Union objectives admitted on the basis of diversity? Is a position statement on diversity within the Union required?

6. BFF Funding of IUCN Projects

BFF mentioned that it contributes towards the funding of the IUCN Canid Specialist Group and the full salary of its chair in both of its response letters^{3,5}, and the GCC also acknowledged this funding⁴. We do not consider this necessarily inappropriate, especially as BFF is required to demonstrate involvement in conservation projects as part of the application process. However, we feel that due process has not been followed to an extent which warrants the question of this funding being raised. It is with extreme reluctance, and for the sake of the Union, that we ask: Did BFF's monetary contributions have an undue influence over the application process?

On the basis of the flaws in the application process detailed in this letter and in the interest of preserving transparency and harmony in the Union, we request that a full and independent investigation of the admission of BFF as an IUCN member be undertaken as soon as possible. The purpose of the investigation is to provide an independent conclusion as to the extent the application process was flawed; whether the flaws materially affected the outcome; and whether BFF has sufficiently demonstrated that it meets Union objectives. The investigator should also identify areas where the application process can be clarified or strengthened so that this situation can be avoided in the future. A table of questions that we feel need to be answered has been provided in Annex 3. This is, however, provisional and the investigator should not be limited to this table.

We request the report of the investigation be made available to the IUCN constituency and that the report is presented at the forthcoming IUCN WCC with the possibility of clarifications and discussion. We reserve our right as IUCN members to propose to the Council the suspension or expulsion of BFF in accordance with Art. 13 (c) of the IUCN Statutes and the right to appeal against the admission of BFF in accordance with Art. 10 of the IUCN Statutes pending the investigation report.

We look forward to your reply.

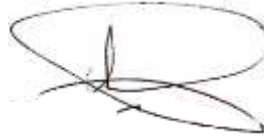
Sincerely,



George Aman

President

International Council for Game and Wildlife
Conservation



Dr. Adrian Lombard

President

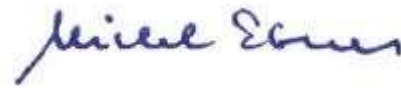
International Association for Falconry and the
Conservation of Birds of Prey



Hanspeter Egli

President

JagdSchweiz



Michl Ebner

President

Federation of Associations for Hunting and
Conservation of the European Union



Hartwig Fischer

President

Deutscher Jagdverband e.V.



Åke Granström

Deputy Secretary General

Swedish Association for Hunting and
Wildlife Management



Wieke Edinger

Director of International Affairs

Nordic Hunters' Alliance



John J. Jackson III

President

Conservation Force

Annexes to the Letter:

- Annex 1: Relevant Communications
- Annex 2: BFF Press Releases Since Writing to the IUCN
- Annex 3: Provisional Investigation Questions

Annex 1: Relevant Communications

1. August 20, 2015. Email from Fleurange Gilmore-Bieri (IUCN Membership Officer) to Claudio Sillero (Head of Conservation, BFF). *IUCN Member objection to the admission of Born Free Foundation.*
2. September 7, 2015. Email from Fleurange Gilmore-Bieri (IUCN Membership Officer) to Claudio Sillero (Head of Conservation, BFF). *FW: IUCN Member objection to the admission of Born Free Foundation*
3. September 21, 2015. Letter from Claudio Sillero (Head of Conservation, BFF) to Fleurange Gilmore-Bieri (IUCN Membership Officer). *Re: Born Free Foundation Application for IUCN Membership – Response to Objectors.*
4. December 8, 2015. Letter from Enrique Lanmann (Global Director Union Development Group) to Claudio Sillero (Head of Conservation, BFF). *Ref: The Born Free Foundation's (BFF) IUCN Membership Application.*
5. February 9, 2016. Letter from Claudio Sillero (Head of Conservation, BFF) to Enrique Lanmann (Global Director Union Development Group). *Re: The Born Free Foundation's (BFF) IUCN Membership Application.*
6. September 30, 2015. Email from Tamas Marghescu (Director General, CIC) to Enrique Lanmann (Global Director Union Development Group). *Re: Procedure of membership application, here: Sharing with objecting members the responses to objections by applicants.*
7. November 3, 2015. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re IUCN: Applications for IUCN Membership.*
8. February 17, 2016. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re IUCN: Applications for IUCN Membership.*
9. February 29, 2016. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re IUCN: Applications for IUCN Membership.*
10. May 4, 2016. Email from Enrique Lanmann (Global Director Union Development Group) to Tamas Marghescu (Director General, CIC). *Re: IUCN Members' admission process and transparency.*

Annex 2: BFF Press Releases since Writing to IUCN

- 25 February 2016 - *Is being born in captivity a conservation victory?* Press release questioning the conservation claims of zoos. BFF's alleged support for some zoos is not mentioned. [http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews\[tt_news\]=2086](http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews[tt_news]=2086)
- 21 March 2016 - *Land of the Lions – The Conservation Claims of Zoos*. Blog post disputing the role of zoos in conservation. BFF's alleged support for some zoos is not mentioned. <http://www.bornfree.org.uk/blog/2016/land-of-the-lions-the-conservation-claims-of-zoos/>
- On 3 May 2016 – *Statement on Dehiwala Zoo, Colombo, Sri Lanka from the Born Free Foundation*. Press release calling for the closure of a Zoo in Sri Lanka. BFF disputes WAZA's claim that the zoo is improving and evolving and that the situation is being monitored. No mention is made of working with WAZA, however BFF would be delighted to work with the Sri Lankan government to close the zoo. [http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews\[tt_news\]=2156](http://www.bornfree.org.uk/news/news-article/?no_cache=1&tx_ttnews[tt_news]=2156)
- 21 April 2016 (four days after IUCN membership was granted) – *'Should We Close Our Zoos?' – Our Verdict*. Blog post stating that the zoo experiment has failed and that all zoos should be closed. <http://www.bornfree.org.uk/blog/2016/should-we-close-our-zoos-our-verdict/>

Annex 3: Provisional Investigation Questions

Aspect	Investigation
1. The Majority of Objections Were Provided in Abridged Form	<ul style="list-style-type: none"> • Why was a summary considered sufficient? • Who made the decision to use a summary? • Who prepared and who reviewed the summary prior to release to BFF? Did the reviewer also sight the original objections? • To what extent, if any, did GCC and the IUCN Council consider the original objections when assessing the application and how was this documented? • Have the member objections been fully considered in the application process as per Article 8a of the statutes? • Did the fact that BFF did not have to respond to specific examples of its activities and views have a material effect on the application process?
2 Not all objections Were Addressed by BFF	<ul style="list-style-type: none"> • Did BFF respond to the request dated 20 August 2015? If not, why were they allowed to not respond? • Did the Council consider all the objections in the application process and how was this documented? Did the Council consider these objections unimportant? • How did GCC and the Council consider the written objections of member organizations that were not responded to by BFF? • Why did a membership application proceed without a written response to all objections?

Aspect	Investigation
3. BFF's Assurances are Inconsistent with their Website	<ul style="list-style-type: none"> • Why was membership granted before the website was updated? What assurance did the Council obtain that the BFF website would be updated? • Several member objections cited website content. Why did GCC and the Council consider BFF's assurances sufficient, without BFF having to justify specific website content and alignment with the IUCN objectives? • Does the website content including the mission statement and press releases conflict with the assurances BFF provided to the IUCN council? • Why was the information that BFF disseminates to the public and its own members not given greater weight than assurances in correspondence that BFF had requested not be made public? How does the Union protect itself from potentially false assurances? • Does the IUCN need to update its membership procedures to ensure that any promises made during the application process "e.g. a new website" need to be implemented before Union membership is granted?
4. The Response to Objections was not Provided to Objecting Members	<ul style="list-style-type: none"> • Is this lack of transparency justifiable in the Union? • What justification did BFF give for not making its responses public? • Why did the Council choose to honor the request of an applicant organization above the request of existing member organizations who wanted to see BFF's response? • To what extent, if any, did this affect the application process and due consideration being given to member objections? • Would making all correspondence available have improved the application process? • Would making all correspondence available reduce controversy over membership applications? • Would making all correspondence available protect the Union from potentially false assurances?
5. Diversity in the IUCN and the IUCN Objectives	<ul style="list-style-type: none"> • Has diversity been used as an excuse to admit a member that does not adhere to the IUCN objectives? • Is there a need for the Council to issue a clarification statement to members about what form diversity in the Union should take?
6. BFF Funding of IUCN projects	<ul style="list-style-type: none"> • Was BFF funding for projects given undue weight in the application process?

Aspect	Investigation
Overall	<ul style="list-style-type: none"> • To what extent was the application process flawed? • Did the flaws in the application process have a material effect on the decision to admit BFF as a member? • Are the flaws sufficiently grave to conclude that due process has not been followed? • Has BFF fully demonstrated that it complies with the IUCN objectives? • Can any of BFFs active campaigns be considered contrary to Union objectives? • How can the membership procedures and forms be improved to strengthen the application process, enhance transparency and harmony within the Union and protect the Union?



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H - 2092 Budakeszi
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27 September 2016

Dear Tamas,

I refer to your letter dated 19 July, 2016.

I have looked in detail at the issues you raised and have consulted with the Governance and Constituency Committee, the IUCN Legal Advisor, the Senior Governance Manager and Secretary to the Council, the Membership Unit and the Global Director, Union Development Group.

First and foremost, I would like to emphasize my full and complete confidence in the members of the Governance and Constituency Committee (GCC) who, after a detailed analysis of the application submitted by the Born Free Foundation (BFF), the objections presented by a number of distinguished IUCN Members, the reply presented by BFF, the subsequent set of questions submitted by the GCC after the deferral of the application in October 2015 and the subsequent reply by BFF, decided unanimously to recommend their admission to the IUCN Council. Furthermore, all Council members, myself included, also had access to all the correspondence with BFF and, after a meticulous analysis, decided in April 2016 to admit BFF as a Member of IUCN.

As you are aware, the admission process in existence at the time of the BFF application did not cater for the sharing of any information with non-Council members. I agree that making all correspondence available to objecting Members would improve the application process and, as you are well aware, this has been now incorporated and already applied (i.e. the application by the International Fund for Animal Welfare – IFAW).

Your letter of July 19 requested a “full, independent and transparent investigation of the application process”. While I understand the spirit of your request, this is not contemplated in the IUCN Statutes. As I indicated above, I have full and complete confidence in the members of the Governance and Constituency Committee (GCC) and the decisions they make.

Having said this, Article 10 of the Statutes reads: “*Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations.3 The World Conservation Congress (hereinafter referred to as “the World Congress”), on such an appeal, shall have the right to reverse the Council’s decision by a two-thirds majority of votes cast by each Category of Member eligible to vote.*”

You are within your full right to do so.

With deep appreciation,

ZHANG Xinsheng
President

Annex VIII – Correspondence from/to Born Free Foundation since Council decision (C/88/21) to admit them in April 2016.

All correspondence between the Secretariat and the Born Free Foundation is available on NEXT PAGES.



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Professor Claudio Sillero
Head of Conservation
The Born Free Foundation
Broadlands Business Campus
Langhurstwood Road
RH12 4QP Horsham, West Sussex
United Kingdom

Gland, 26 July 2016

Ref: The Born Free Foundation's admission as IUCN Member

Dear Professor Sillero,

We have received a letter from an IUCN Member, which had objected to your application, and with whom we had shared your reply to the objections as agreed with you in April 2016.

Even though your letter dated 9 February 2016 indicated that you were "*in the process of launching a new website which would portray the views explained in your letter and offer clear messaging of your conservation aims and objectives*", it seems that to-date your website does not reflect that and that the statement "*to phase out zoos*" is still published on several pages of your website (mission statement, campaigns, zoo check).

Given that most of the objections received were related to your stance on zoos and aquaria in conservation, which conflicts with IUCN objectives, may we remind you that BFF's position on what was stated in your letters from 21 September 2015 and 9 February 2016 should be reflected on your website.

Would you please explain the reason why you have not yet committed to the above? Failure to comply with your commitment to modify your website could be interpreted as having misled the IUCN Council and the Governance and Constituency Committee of IUCN Council will be informed.

We look forward to hearing from you soon.

Yours sincerely,

Enrique J. Lahmann, Ph.D.
Global Director
Union Development Group

E-mail Correspondence from 27 July to 28 October 2016, when the Secretariat organised a phone call with the Born Free Foundation

QUOTE

From: IUCN Membership [<mailto:MEMBERSHIP@iucn.org>]
Sent: 27 July 2016 07:24
To: Claudio Sillero
Cc: IUCN Membership
Subject: BFF - IUCN - Follow up

Dear Professor Sillero,

Please find enclosed a letter by Dr. Enrique Lahmann.

Looking forward to hearing from you, at your convenience.

Kind regards,

Union Development Group

From: Claudio Sillero [<mailto:claudio.sillero@zoo.ox.ac.uk>]
Sent: 27 July 2016 10:14
To: IUCN Membership
Subject: RE: BFF - IUCN - Follow up

Dear Enrique Lahmann

In response to your recent letter. The new website has not been launched yet.

With best wishes

Claudio Sillero, Head of Conservation, Born Free Foundation

From: IUCN Membership [<mailto:MEMBERSHIP@iucn.org>]
Sent: 27 July 2016 10:17
To: Claudio Sillero
Cc: LAHMANN Enrique; IUCN Membership
Subject: RE: BFF - IUCN - Follow up

Dear Claudio,

I hope you are doing well.

Thanks a lot for your prompt reply.

Could you please confirm when Born Free is planning to launch its new website, so that we can inform the Governance and Constituency Committee of IUCN Council and the Member which contacted us.

Thanks a lot and kind regards,

Fleurange Gilmour-Bieri, IUCN Membership Coordinator

From: Claudio Sillero [<mailto:claudio.sillero@zoo.ox.ac.uk>]

Sent: 27 July 2016 11:52

To: IUCN Membership

Cc: LAHMANN Enrique

Subject: RE: BFF - IUCN - Follow up

Hello Fleurange

I'm remiss to give you a firm date for the launch of the new website since I'm not directly involved in the process. But I'd say definitely later this year.

Best wishes

Claudio

From: LAHMANN Enrique

Sent: 03 October 2016 15:43

To: claudio.sillero@zoo.ox.ac.uk

Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership

Subject: Follow up - Born Free Foundation

Dear Prof. Sillero;

After a long process that included the receipt and consideration of 24 objections from IUCN Members and your replies to them, the IUCN Council admitted the Born Free Foundation (BFF) on 13 April 2016. Most of the objections received pertained to your position regarding Zoos as stated on your website. Given that a significant number of IUCN Members are well-managed Zoos and Aquaria that serve a conservation and education purpose, questions were raised in relation to the mission statement and other comments displayed on your website indicating that "Born Free works to phase out zoos".

In your reply (copied below), you clearly stated that you were in the process of launching a new website and you gave assurances that "*when reviewing website contents we will endeavour to portray the views explained above, and offer clear messaging of our Conservation aims and objectives*".

Your assurances were fundamental in IUCN's Council decision to admit BFF as a Member of IUCN and, in good faith, accepted your promises. Much to the dismay of the IUCN Council and the IUCN Secretariat, to date you have not launched the new website nor has the current website been edited, which is the least we would have expected. In July 2016, following my letter to you, you confirmed that the new website should be launched by the end of this year.

I am contacting you now because a number of IUCN Members approached us during the recently held World Conservation Congress asking for an explanation as to why BFF has not yet fulfilled the assurances made during the application process. I would be grateful if you could provide us with an explanation, as well as further details as to when we can expect the new website to go live. If your Communications team could send me a copy of the draft text of the BFF amended mission statement, along with a list of the campaigns that will be visible through the new website, that would already help to allay some of the concerns raised by IUCN Members. The extracts from your website that we are referring to, as well as the replies to objections you sent us can be seen below.

I look forward to your prompt reply so I can inform the newly elected IUCN Council.

Sincerely,
Enrique Lahmann, Global Director, Union Development Group

Born Free letter

Where appropriate the Foundation is willing to cooperate with responsible bodies to ensure that all zoos meet the highest international standards of animal welfare and husbandry, while delivering real conservation value for threatened species in the wild. We see it as our responsibility to take action to see that those zoos that do not comply are closed down. Furthermore, we will continue to push to raise the bar on animal welfare in zoos, and to scrutinise the conservation claims of zoos. Surely the IUCN does not implicitly support all zoos and we would clearly agree with the Union and individual accredited zoo authorities alike that roadside zoos and menageries should indeed be closed.

Not endorsing zoos as commercial captivity enterprises does not equate with our ability, and willingness, to work with zoos to progress genuine conservation. I would like to stress that BFF's IUCN membership application was co-sponsored by the Wildlife Conservation Society, endorsing BFF as a *bona fide* field conservation organisation. WCS manages several zoos and is the world's most comprehensive wildlife conservation organization.

This endorsement is also reflected by other field conservation collaborations the BFF has with not-for-profit zoos that genuinely work for conservation, and which are either IUCN Members or are eligible for IUCN membership. We do so in several field projects where we have partnered and co-funded with zoos and zoological societies. For instance in Ethiopia we work closely with the Frankfurt Zoological Society. And among similar initiatives, we co-fund the Ethiopian Wolf Conservation Programme with the St Louis Zoo and Houston Zoo.

Additionally, we work with zoos at CITES meetings, where we have been involved for more than two decades. Furthermore, we have worked with the zoo community on a variety of campaigns such as ending the ownership of exotic animals as pets, and combating the illegal wildlife trade. In the context of the *compassionate conservation initiative* we launched in 2010 we have partnered with Detroit Zoological Society and San Diego Zoo

In response to one of the GCC specific queries, we do not object to *ex situ* captive breeding for reintroduction of threatened species, where there is a well-made conservation justification, and where *in situ* efforts are in place, but by themselves cannot guarantee the survival of a species or population. Our stance also means that we do not believe that holding or breeding animals in captivity in zoos *per se* necessarily benefits the conservation of those species. This is no different a policy than, for instance, that of the IUCN SSC African

Elephant Specialist Group, which has suggested concern "by the poor breeding success and low life expectancy of captive African elephants and does not see any contribution to the effective conservation of the species through captive breeding *per se*."

The GCC queries whether some of the views presented in my earlier letter will become visible in our website. We are in the process of launching a new website, and I can assure you that when reviewing website contents we will endeavour to portray the views explained above, and offer clear messaging of our conservation aims and objectives.

BFF website

ABOUT US

- History
- Mission Statement
- Where We Work
- Born Free Ethiopia
- Born Free Kenya
- Born Free USA
- Staff
- Trustees
- Annual Reports
- Careers & jobs
- FAQs
- About this site
- Horsham Address

BORN FREE'S MISSION STATEMENT

The Born Free Foundation is a dynamic international wildlife charity, devoted to compassionate conservation and animal welfare. Born Free takes action worldwide to protect threatened species and stop individual animal suffering. Born Free believes wildlife belongs in the wild and works to phase out zoos. We rescue animals from lives of misery in tiny cages and give them lifetime care.

Born Free protects lions, elephants, tigers, gorillas, wolves, polar bears, dolphins, marine turtles and many more species in their natural habitat, working with local communities to help people and wildlife live together without conflict. Our high-profile campaigns change public attitudes, persuade decision-makers and get results. Every year, Born Free helps hundreds of thousands of animals worldwide.



Born Free works to phase out zoos and keep wildlife in the wild

CAMPAIGNS



Zoo Check is at the heart of Born Free and takes action to stop captive animal suffering, challenge the multi-billion-pound global captive animal industry, and phase-out zoos and animal circuses. [Read more about the Zoo Check programme](#)

From: LAHMANN Enrique [<mailto:enrique.lahmann@iucn.org>]

Sent: 10 October 2016 11:04

To: Claudio Sillero

Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership

Subject: RE: Follow up - Born Free Foundation REMINDER

Dear Prof. Sillero;

This is a kind reminder that we are still waiting for your reply to the below email.

Looking for your prompt reply,

Best wishes,

Enrique

From: Claudio Sillero [<mailto:claudio.sillero@zoo.ox.ac.uk>]

Sent: 10 October 2016 19:18

To: LAHMANN Enrique

Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership

Subject: RE: Follow up - Born Free Foundation REMINDER

Dear Enrique

I'm abroad, returning to the UK tomorrow. And my CEO is still away, returning from CITES.

As I have explained previously, our new website is not up and running yet. I will discuss your concerns with my CEO at his return and get back to you in due course.

With best wishes

Claudio

From: LAHMANN Enrique
Sent: 11 October 2016 09:47
To: 'Claudio Sillero'
Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership
Subject: RE: Follow up - Born Free Foundation REMINDER

Dear Claudio,

Thank you very much for your reply. I hope your participation at CITES was successful.

Looking forward to your discussion with your CEO. I hope the edit to the website can be done quickly and all of us can focus on the important issues of conservation.

With best wishes,

Enrique

From: LAHMANN Enrique [<mailto:enrique.lahmann@iucn.org>]
Sent: 17 October 2016 13:43
To: Claudio Sillero
Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership
Subject: RE: Follow up - Born Free Foundation REMINDER

Dear Claudio;

Any news? Please take note that, informally, some members of Council have expressed their surprise that the statement has not been corrected yet. In their opinion, there was a "gentleman's agreement" to do so right away. Some might feel deceived.

With best wishes,

Enrique

From: Claudio Sillero [<mailto:claudio.sillero@zoo.ox.ac.uk>]
Sent: 17 October 2016 15:06
To: LAHMANN Enrique
Subject: RE: Follow up - Born Free Foundation REMINDER

Dear Enrique

Our CEO will be back from his post CITES holidays this week and I'm meeting him on Thursday.

You may be making too much of this. There is nothing sinister at work. My statement clearly said that the new website will amend the statement that so offended some pro zoo IUCN members. I never said 'right away'.

The delay is partly due to the resignation of our CEO, and with the arrival of our new CEO delaying the launch of the new website.

Best wishes

Claudio

From: LAHMANN Enrique [<mailto:enrique.lahmann@iucn.org>]

Sent: 28 October 2016 11:25

To: Claudio Sillero

Subject: RE: Follow up - Born Free Foundation REMINDER

Dear Claudio;

I know there is nothing sinister at all. Personally I am pleased that BFF is a Member of IUCN; I truly do. This is precisely why I have been insisting on this. It might be a small thing, but I don't want this "small thing" to create problems down the road. Trust me

With best personal wishes,

Enrique

From: Claudio Sillero [<mailto:claudio.sillero@zoo.ox.ac.uk>]

Sent: 28 October 2016 13:02

To: LAHMANN Enrique

Subject: RE: Follow up - Born Free Foundation REMINDER

Dear Enrique,

Thank you for your personal note, which I appreciate.

Will Travers, Born Free president and acting CEO, is back and I have passed on all the correspondence to him. He is taking it to the Board, since he disagrees in part with the commitment the former CEO Adam Roberts and I made to change the language in the new website. Some of it however, is derived from Born Free statutes before the UK Charity Commission, and a such cannot be changed.

I will keep pushing Will for an official response, but we need to be prepared for the eventuality that he may withdraw the offer to change the language Adam and I had made. Would you please clarify what would happen if we reach such an impasse?

Best wishes

Claudio

END QUOTE



Born Free Foundation
Broadlands Business Campus
Langhurstwood Road
Horsham
West Sussex
RH12 4QP

T 01403 240170
E wildlife@bornfree.org.uk
www.bornfree.org.uk

Charity No 1070906

Enrique Lanmann
Global Director
Union Development Group
IUCN (International Union for Conservation of Nature)
28 rue Mauverney, CH-1196 Gland, Switzerland

23rd November 2016

RE: Observations to The Born Free Foundation's (BFF) IUCN Membership

Dear Dr Lanmann

Thank you for your email dated 4th October 2016 forwarded by Professor Claudio Sillero, our Head of Conservation, conveying the Council's concerns that our new website had not been launched, or amended, as it had been suggested in earlier correspondence.

Our new website is due to launch in early 2017, and while, in principle, we would be willing to look at some of the specific language as part of the overall editing process for the new website, we are concerned by your statement to the effect that "a number of IUCN Members approached us during the recently held World Conservation Congress asking for an explanation as to why BFF has not yet fulfilled the assurances made during the application process."

We would, therefore, like to seek clarification and elicit a reply from the Council on the following points:

1. We ask the Council to clarify what criteria for IUCN Membership we have contravened, which could form the basis for any eventual Council decision to terminate our Membership.
2. We advise the Council that, should we be de-registered, we will obviously need to let our supporters worldwide know of the decision and on what basis it was made, and we would ask them to put that in to writing to us.
3. Finally, we ask the IUCN Council to confirm its policy regarding Membership and whether the organisation is a broad church that accommodates a wide range of views and perspectives, or not.

In the light of the criticism raised by some IUCN Members, the fact that our application was supported by the Wildlife Conservation Society and Conservation International would indicate that there is by no means a unified view among conservation groups that are members of the IUCN with close links to the zoo communities, of Born Free's credibility as a *bonafide* conservation organisation.

We are sure that while there may be objections to Born Free's membership of IUCN emanating from some members of the zoo community, there are, equally, a number of IUCN Members who would be both philosophically and practically opposed to the activities of many zoos which are also IUCN Members. Surely IUCN must be inclusive enough to accommodate all who meet their criteria and should encourage healthy debate between members who hold different views. The same principles of inclusivity would surely apply to organisations which are in favour of, and those that are philosophically opposed to, trophy hunting.

We hope and expect the Council will robustly defend our Membership in the same way that we would expect the Council to robustly defend the Membership of those organisations with which we do not agree, were we ever to mount a challenge.

With best wishes

A handwritten signature in black ink, appearing to read 'William Travers', with a horizontal line above the name.

William Travers OBE
President & CEO The Born Free Foundation



1 December 2016

Mr William Travers OBE
President & CEO
The Born Free Foundation
Broadlands Business Campus
Langhurstwood Road
Horsham
West Sussex
RH12 4QP
UNITED KINGDOM

Dear Mr Travers,

This is to acknowledge your letter dated 23 November 2016 which we will forward to the IUCN Council.

On 13 October 2016, 13 IUCN Members, based on Article 10 of the [IUCN Statutes](#), appealed the decision of the IUCN Council to admit the Born Free Foundation as an IUCN Member.

The IUCN Council has added this issue on the agenda of its next meeting in February 2017.

Please note that it is not for the IUCN Council but the entire membership of IUCN to decide on the merits of the appeal, the Council having already ruled on BFF's admission last April. What the IUCN Council will discuss in February is whether to include this issue in the agenda of the 2020 World Conservation Congress or whether to request an electronic vote by the IUCN membership following an online discussion in 2017. Whichever way Council decides to proceed in February, a due and transparent process will allow all parties involved to express their views.

We will keep you informed of Council's decision in February 2017.

With best wishes,



Enrique J. Lahmann, Ph.D.
Global Director
Union Development Group

World Headquarters

IUCN
Rue Mauverney 28
1196 Gland
Switzerland

International Union for Conservation of Nature

Tel +41 22 999 0000
Fax +41 22 999 0002
mail@iucn.org
www.iucn.org

E-mail Correspondence 1 December 2016

QUOTE

From: LAHMANN Enrique [<mailto:enrique.lahmann@iucn.org>]
Sent: 01 December 2016 09:06
To: Claudio Sillero
Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership; Will Travers; Mark Jones; Karen Botha
Subject: RE: Follow up - Born Free Foundation

Dear Claudio;

Attached please find our reply to Mr Travers letter of 23 November 2016.

With best wishes.

Enrique

From: Claudio Sillero [<mailto:claudio.sillero@zoo.ox.ac.uk>]
Sent: 01 December 2016 09:38
To: LAHMANN Enrique
Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership; Will Travers; Mark Jones; Karen Botha
Subject: RE: Follow up - Born Free Foundation

Dear Enrique

Received with thanks.

Best wishes

Claudio

From: Will Travers [<mailto:will@bornfree.org.uk>]
Sent: 01 December 2016 11:15
To: Claudio Sillero; LAHMANN Enrique
Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership; Mark Jones; Karen Botha
Subject: RE: Follow up - Born Free Foundation

Dear Dr Lahmann

I echo Professor Sillero's response and thank you for setting out the process going forward.

I wonder if you could clarify for me whether, should the IUCN Council decide in February to put the matter to an electronic vote (or indeed, decide to put this matter on the Agenda for the 2020 World Conservation Congress), what information the membership will be provided with?

I would hope that the very full explanation of Born Free's conservation credentials provided by Professor Sillero in his email of September 2015 will be made available to inform the judgement of the membership.

Could you kindly confirm whether this will be the case and, of course, if there is any further information you would like us to provide, please don't hesitate to ask.

With best wishes

Will Travers OBE
President and CEO
Born Free Foundation

From: LAHMANN Enrique [<mailto:enrique.lahmann@iucn.org>]

Sent: 01 December 2016 12:00

To: Will Travers; Claudio Sillero

Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership; Mark Jones; Karen Botha

Subject: RE: Follow up - Born Free Foundation

Dear Mr Travers;

If the IUCN Council decide in February to put the matter to an electronic vote, the process will start with an open online discussion moderated by a Council member. The purpose would be to have an exchange of views as if the issue was being discussed at the World Conservation Congress. BFF, as an IUCN Member, can certainly take part in the online discussion and will be able to post any additional information you deem appropriate.

The discussion must be respectful and transparent and all available information will be presented online to IUCN Members in the IUCN Union Portal. This includes:

1. The application by Born Free Foundation.
2. The objections presented.
3. BBF reply to the objections.
4. Additional questions asked by the Governance and Constituency Committee
5. Reply by BFF to those additional questions
6. The appeal against IUCN Council's decision to admit BFF as an IUCN Member

The role of the Secretariat is to facilitate the process, but we will not be part of the discussion, nor of the decision. In the democratic nature of IUCN, it is up to Members to decide. After the online discussion is closed, the issue will be put to a vote by IUCN Members with voting rights.

More information will be available after the Council meeting in February 2017.

With best wishes,

Enrique

From: Will Travers [mailto:will@bornfree.org.uk]

Sent: 01 December 2016 14:10

To: LAHMANN Enrique; Claudio Sillero

Cc: GILMOUR-BIERI Fleurange; OVER Sarah; DE WEVER Luc; IUCN Membership; Mark Jones; Karen Botha

Subject: RE: Follow up - Born Free Foundation

Dear Enrique,

Thanks for helping me understand what seems a very fair and appropriate process.

Good wishes and may I take this opportunity to wish you an early Happy Christmas.

Will

Will Travers OBE

END QUOTE

Annex IX – Correspondence from/to the Animal Legal Defense Fund (ALDF) and IUCN Members since Council decision (C/88/21) to reject ALDF's membership application.

All correspondence between the Secretariat and the Animal Legal Defense Fund and IUCN Members is available on NEXT PAGES.



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membership@iucn.org
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Mrs Joyce Tischler
Founder, General Counsel
Animal Legal Defense Fund (ALDF)
170 East Cotati Avenue
94931 Cotati, CA
USA

E-mail: jtischler@ALDF.org

Gland, 15 April 2016

Dear Mrs Tischler,

The IUCN Council, at its 88th meeting held in Gland from 11-13 April 2016, considered the application for membership of IUCN received from the Animal Legal Defense Fund (ALDF). The application was originally considered at the 87th meeting of the IUCN Council held in October 2015. A large number of objections from IUCN Members with voting rights had been raised to the application and whilst the reply provided by the organisation at the time was detailed, the Council felt it needed further clarification on a number of matters and deferred the decision to the next Council meeting in April 2016.

During its deliberations at its 88th meeting, the IUCN Council considered all the information again, including the further clarifications provided. An in-depth analysis of the file and in particular the organisation's lack of official policies or desire to formulate any, as indicated in your letter dated 27 January 2016, revealed that the Animal Legal Defense Fund (ALDF) does not comply with the requirements for admission under Article 7 of the [IUCN Statutes](#).

- For this reason, *inter alia*, the IUCN Council has decided to reject the application for membership of the Animal Legal Defense Fund (ALDF).

The advance payment made by the Animal Legal Defense Fund (ALDF) will be refunded and we would kindly ask you to provide us with ALDF's bank details in order to do this.

We would like to thank you for your interest in IUCN and its activities and hope to have the opportunity of collaborating with your organisation in some other way in the future.

Yours sincerely,

Enrique J. Lahmann, Ph.D.
Global Director
Union Development Group

Copy: Stephen Wells, Executive Director (ALDF) - Primary Contact for IUCN/swells@aldf.org
IUCN Regional Councillors North America and the Caribbean:
George Greene (Canada)
John Robinson (USA)
Spencer Thomas (Grenada)

IUCN Washington DC Office
Frank Hawkins, Director
Debbie Good US/Canada Membership Focal Point

IUCN Governance and Constituency Committee

E-mail Correspondence from 23 November to 19 December 2016

On Wed, Nov 23, 2016 at 10:41 AM, IUCN Membership <MEMBERSHIP@iucn.org> wrote:

Dear Members of IUCN,

Following your letter dated 14 October 2016 related to the appeal against IUCN Council's decision to reject the membership application of the Animal Legal Defense Fund, we have consulted with the IUCN Council who has added this issue on the agenda of its next meeting in February 2017. We will inform you of the process to deal with the appeal following the Council meeting.

Best regards,

Fleurange GILMOUR-BIERI
Membership Coordinator

From: Carney Anne Nasser [<mailto:carneyanne03@gmail.com>]

Sent: 12 December 2016 21:25

To: IUCN Membership

Cc: cnasser@aldf.org; dcassuto@law.pace.edu; swells@aldf.org; awetzler@nrdc.org; ANTOLINI Denise; bruch@eli.org; peiser@ozemail.com.au; darrenkindleysides@amcs.org.au; lawkohkl@nus.edu.sg; smcgreal@sc.rr.com; biofutura_internacional@live.com.mx; ROBINSON Nick; claudio.sillero@zoo.ox.ac.uk; ANDERSEN Inger; LAHMANN Enrique; DE WEVER Luc; GILMOUR-BIERI Fleurange; +DGO

Subject: Re: IUCN - Appeal against decision to reject the Animal Legal Defense Fund membership application

On behalf of the Animal Legal Defense Fund, we respectfully request a meeting with the Council President during the next meeting of the IUCN Council in February 2017. Please advise on available time and date.

Thank you,

Carney Anne Nasser, Esq.

From: LAHMANN Enrique

Sent: 19 December 2016 09:53

To: Carney Anne Nasser (carneyanne03@gmail.com)

Cc: President - IUCN; cnasser@aldf.org; Wendy Cromwell; David Cassuto (dcassuto@law.pace.edu); swells@aldf.org; awetzler@nrdc.org; ANTOLINI Denise; bruch@eli.org; peiser@ozemail.com.au; darrenkindleysides@amcs.org.au; lawkohkl@nus.edu.sg; smcgreal@sc.rr.com; biofutura_internacional@live.com.mx; ROBINSON Nick; claudio.sillero@zoo.ox.ac.uk; ANDERSEN Inger; DE WEVER Luc; GILMOUR-BIERI Fleurange; +DGO; IUCN Membership

Subject: RE: IUCN - Appeal against decision to reject the Animal Legal Defense Fund membership application

Dear Ms Nasser;

Thank you very much for your email.

Further to my e-mail to you of 17 October 2016 and the e-mail sent by Fleurange Gilmour-Bieri on 23 November, please note that it is not for the IUCN President or Council but the

entire membership of IUCN to decide on the merits of the appeal, the Council having already ruled on ALDF's application last April. What the IUCN Council will discuss in February 2017 is whether to include this issue in the agenda of the 2020 World Conservation Congress or whether to request an electronic vote by the IUCN membership following an electronic discussion both to be held in 2017. Whichever way Council decides to proceed in February, a due and transparent process will allow all views to be presented.

If the IUCN Council decides to put the matter to an electronic vote, the process will start with an open online discussion. The purpose would be to have an exchange of views as if the issue was being discussed by IUCN Members at the World Conservation Congress. All IUCN Members will be able to part in the online discussion and share with all other IUCN Members any information they consider relevant. The discussion will take place in the IUCN Union Portal which is only accessible to Members; therefore your views must be presented through one or more IUCN Members.

The discussion must be respectful and transparent and all available documentation so far on record regarding ALDF's application will be presented online to IUCN Members in the Portal. After the online discussion is closed, the issue will be put to a vote by IUCN Members with voting rights.

More detailed information about the process will be made available after the Council meeting in February 2017.

In light of the above, and his busy schedule, the IUCN President has asked me to be available for a telephone or Skype meeting with you in the weeks preceding the Council meeting and to share the outcomes with him.

Please do not hesitate to contact me to establish date and time for such a meeting.

With best wishes,

Enrique

Enrique J. Lahmann, Ph.D.

Global Director

E-mail Correspondence from 19-20 December 2016 with the International Primate Protection League, USA – (who appealed against Council decision to reject ALDF's application)

QUOTE (e-mail received following e-mail sent by Enrique Lahmann from the Secretariat on 19.12.2016 to ALDF and IUCN Members which filed an appeal (see full text of that e-mail above))

From: Shirley McGreal [<mailto:smcgreal@ippl.org>]

Sent: 19 December 2016 18:35

To: LAHMANN Enrique

Cc: dcassuto@law.pace.edu; swells@aldf.org; awetzler@nrdc.org; ANTOLINI Denise; bruch@eli.org; peiser@ozemail.com.au; darrenkindleysides@amcs.org.au; lawkohkl@nus.edu.sg; smcgreal@sc.rr.com; biofutura_internacional@live.com.mx; ROBINSON Nick; claudio.sillero@zoo.ox.ac.uk; ANDERSEN Inger; DE WEVER Luc; GILMOUR-BIERI Fleurange; +DGO; IUCN Membership

Subject: RE: IUCN - Appeal against decision to reject the Animal Legal Defense Fund membership application

Dear Mr. Lahmann, I was very disappointed that the Animal Legal Defense Fund's application to join IUCN was rejected because I see a double standard at work. As I wrote to the US branch of IUCN,

"On another matter, the US-based Animal Legal Defense Fund was rejected for IUCN membership.

I saw that, at the same meeting, the Safari Club International was approved as a member of IUCN. This group consists of many wealthy people, mainly US nationals, who blast away at living animals for thrills. Shooting elephants and leopards has nothing to do with the "conservation of nature."

Some years ago the Safari Club applied to import sport-hunted gorillas, orangutans, and dozens of other endangered species.

See https://www.ippl.org/newsletter/2000s/091_v30_n3_2003-12.pdf#page=9

and https://www.ippl.org/newsletter/1970s/017_v06_n1_1979-04.pdf#page=5

and https://www.ippl.org/newsletter/1990s/067_v22_n2_1995-08.pdf#page=30

I see a double standard at work here. Would you please comment? Shirley McGreal"

I have known of the ALDF's work since the 1970s. The group has a fine track record in defending animals which, I am sorry to say, cannot be said of the Safari Club. Unfortunately I did not see the Club's application or I would have objected. But it's too late now!

I should also appreciate a summary of the reasons for ALDF's rejection. Thank you, Shirley McGreal, Founder, IPPL

Dr. Shirley McGreal OBE and the IPPL Gibbons
International Primate Protection League

END QUOTE

QUOTE

From: LAHMANN Enrique

Sent: 20 December 2016 12:20

To: Shirley McGreal

Cc: dcassuto@law.pace.edu; swells@aldf.org; awetzler@nrdc.org; ANTOLINI Denise; bruch@eli.org; peiser@ozemail.com.au; darrenkindleysides@amcs.org.au; lawkohkl@nus.edu.sg; smcgreal@sc.rr.com; biofutura_internacional@live.com.mx; ROBINSON Nick; claudio.sillero@zoo.ox.ac.uk; ANDERSEN Inger; DE WEVER Luc; GILMOUR-BIERI Fleurange; +DGO; IUCN Membership

Subject: RE: IUCN - Appeal against decision to reject the Animal Legal Defense Fund membership application

Dear Dr McGreal,

Thank you very much for your e-mail of 19 December 2016. In responding to your query, may I refer you to Council's decision CC/88/21, which is available in the IUCN Union Portal [here](#). Please login before accessing. All Council decisions are also available in the public IUCN website [here](#).

During its deliberations at its 88th meeting, the IUCN Council considered all the information pertaining to ALDF's application (application, objections, reply to objections, request from Council for further clarification, reply from ALDF).

The Governance and Constituency Committee of Council undertook an in-depth analysis of the complete file and, with concern, noted ALDF's lack of official policies, as indicated in the letter dated 27 January 2016 sent by ALDF in response to IUCN's Council's request for further information. Consequently, the IUCN Council was unable to determine ALDF's alignment to the IUCN objectives which is a fundamental element of the criteria for acceptance as a Member (article 7 of the IUCN Statutes) as outlined in the above-mentioned Council decision CC/88/21.

As indicated in my email to ALDF dated 19 December 2016 (see below), the IUCN Council will discuss in February 2017 whether to include the appeal presented by 10 IUCN Members against Council decision to reject the application for Membership by ALDF in the agenda of the 2020 World Conservation Congress or to request an electronic vote by the IUCN membership following an electronic discussion, both to be held in 2017. Allow me to encourage the International Primate Protection League, as a Member of IUCN, to actively participate in this discussion.

Please take note that the Union Development Group, as part of the IUCN Secretariat, does not have a voice in the admission process for membership in IUCN.

I trust I have answered your question and look forward to your active participation in the online discussion, should the IUCN Council decide on that process.

With best wishes,

Enrique

Enrique J. Lahmann, Ph.D.

Global Director
Union Development Group

END QUOTE

Annex X - Online process for appeals against Council decisions on Membership issues

On 13 and 14 October 2016, the Secretariat received two appeals against decisions of the Council made in April 2016 regarding membership applications:

1. From the International Council for Game and Wildlife Conservation (CIC) and 13 other IUCN Members against Council's decision to admit the Born Free Foundation (BFF);
2. From the Animal Legal Defense Fund (the applicant) and 10 IUCN Members against Council's decision to reject the membership application of the Animal Legal Defense Fund.

According to IUCN's Statutes, the IUCN Membership has the right to reverse a decision by Council on admission of an applicant by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Category B and C combined (Art. 10). In this context, Article 94 of the Statutes indicates that *"All matters within the competence of the World Congress may be decided by mail ballot."* Regulation 94 establishes that *"Where a mail ballot is required under the Statutes, an electronic ballot shall be carried out"*.

Regulation 94 defines the procedure to follow.

The IUCN Council will therefore have to consider which one of the following two options it wishes to pursue for each appeal:

- a. To refer the appeal to the 2020 World Conservation Congress; or
- b. To submit the appeal to an electronic vote of the IUCN membership in conformity with Regulation 94.

If the IUCN Council were to decide to put the decision to an electronic process, the following timeline could apply.

Step in Process	Dates
<p>The appeals, together with the questions on which to vote, are presented to IUCN Members</p> <p>The communication will include posting all information on the Union Portal including:</p> <ol style="list-style-type: none"> 1. The applications for IUCN membership by Born Free Foundation (BFF) and Animal Legal Defense Fund (ALDF) 2. The objections submitted by the IUCN Members before 8 September 2015 3. BFF and ALDF replies to the objections 4. Additional questions asked by the Governance and Constituency Committee (GCC) 5. Reply by BFF and ALDF to those additional questions 6. The Council decision and its rationale 7. The appeal against IUCN Council's decision to admit BFF and reject ALDF as IUCN Members <p>The process will start with an online discussion on the Union Portal (similar to the online discussion of the motions prior to the 2016 Congress). After the online discussion, an electronic</p>	<p>15 February 2017</p>

ballot will be conducted in accordance with Regulation 94.	
Opening of online discussion Opening of the online discussion for IUCN Members. The discussion will be monitored by the Legal Adviser who will make sure the discussion is transparent and respectful.	22 February 2017
First notice to IUCN Members about electronic ballot (6 weeks after communication by DG and 8 weeks before the date of opening of the electronic ballot – Regulation 94)	29 March 2017
Second notice to IUCN Members about electronic ballot (3 weeks after the first notice – Regulation 94)	19 April 2017
Close of online discussion	10 May 2017
Electronic vote	24 May 2017 – 7 June 2017
Publication of results	by 21 June 2017

Questions to be put to the electronic vote:

Q1a: Do you agree that the appeal against Council decision C/88/21 admitting the Born Free Foundation is voted upon by this electronic ballot?

Note: If a simple majority decides that the question is not to be voted upon by this electronic ballot, it will automatically be referred to the next World Conservation Congress (2020) for decision. In that case, the results of the vote on the next question (reversal of the decision of Council) will not be relevant and thus not published.

Q1b: Do you accept the appeal to reverse Council decision C/88/21 admitting the Born Free Foundation?

Note: If a two-thirds majority of votes cast in Category A and a two-thirds majority of the votes cast in Categories B and C combined votes “yes” to this question, thereby accepting the appeal and reversing Council decision C/88/21, the Born Free Foundation will cease to be a Member of IUCN with immediate effect.

Q2a: Do you agree that the appeal against Council decision C/88/21 rejecting the Animal Legal Defense Fund’s application for IUCN membership is voted upon by this electronic ballot?

Note: If a simple majority decides that the question is not to be voted upon electronically, it will automatically be referred to the next World Conservation Congress (2020) for decision. In that case, the results of the vote on the next question (reversal of the decision of Council) will be irrelevant and therefore not published.

Q2b: Do you accept the appeal to reverse Council decision C/88/21 rejecting the membership application of the Animal Legal Defense Fund?

Note: If a two-thirds majority of votes cast in Category A and a two-thirds majority of the votes cast in Categories B and C combined votes “yes” to this questions, thereby accepting the appeal and reversing Council decision C/88/21, the Animal Legal Defense Fund will become a Member of IUCN with immediate effect.



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.3.3.4

8th Meeting of the Governance and Constituency Committee

Recognition of the IUCN National Committee of the United States of America

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to make a recommendation to Council on the request for official recognition of the United States of America National Committee which has submitted full application documents and fulfills the requirements of the IUCN Statutes and Regulations.

Background

The recognition of a National Committee is subject to Articles 66 and 67 of the IUCN Statutes and 61 to 68 of the IUCN Regulations.

Issues and Considerations

Currently, there are 117 active IUCN Members in the United States of America (USA).

61 out of 117 current active IUCN Members have provided written or verbal agreement to the establishment of the National Committee.

The following representatives of IUCN Members in the USA agreed in September 2016 to establish the United States of America National Committee of IUCN. Consequently, they have approved the Bylaws of the Committee, which define the objectives and mission of the Committee.

The application form and all the necessary documents related to the application for official recognition by IUCN Council were completed and signed. The assessment form completed by the IUCN Secretariat, which confirms that all requirements are met is available as Annex I.

The Exploratory Committee of the National Committee is composed of:

- John Robinson, Wildlife Conservation Society, IUCN Member (IUCN Regional Councillor 2012-16 and 2016-20, and IUCN Vice President 2013-16)
- Paul Salaman, Rainforest Trust, IUCN Member
- Russ Mittermeier, Conservation International, IUCN Member (IUCN Regional Councillor 2004-008 and 2008-12 and IUCN Vice-President 2008-12)
- Richard Cellarius, Sierra Club, IUCN Member (IUCN Deputy Commission Chair 2012-16)
- Christopher Dunn, Cornell Botanic Gardens, IUCN Member

The Executive Committee members to be elected in April 2017 will include some of the above Exploratory Committee members.

Assessment form for recognition of National/Regional Committees

**full application documents, in French, are available upon request*

1. NAME OF COMMITTEE: United States of America National Committee of IUCN Members

Contact person:

Dr. Paul Salaman
IUCN US National Committee
1630 Connecticut Ave. NW, Suite 300
Washington, D.C. 20009
USA
E-mail: paul@rainforesttrust.org
Tel: +1(202)361 4410

<p>2. APPLICATION: Is it properly constituted? Is the Application signed by the authorized Executive Member?</p> <p>Documentation received:</p> <ul style="list-style-type: none"> • Statutes/Bylaws and/or Constitution document and/or Rules of Procedures: • Statement of Financial Obligations and Liabilities: • License Agreement: • Letter from IUCN Members in the country/region¹ • Others (if yes, specify): 	<p>YES YES</p>	
<p>STATUS OF NATIONAL/REGIONAL COMMITTEE:</p> <p>Date of establishment:</p> <ul style="list-style-type: none"> • Is it a legally registered entity? 	<p>04.09.2016</p>	
<p>4. STATUTES: Does the Committee satisfy the admission criteria?</p> <p>Does it:</p> <ul style="list-style-type: none"> • open its membership to all IUCN members in its State • comprise the majority of IUCN members in its State • endeavor to ensure the full participation of IUCN Members • submit to the Director General, IUCN Secretariat and IUCN Council, its Statutes/Bylaws (in the case of a legal entity) or Rules of Procedures and/or Constitutional documents (in the case of a non-legal entity) • notify all members in its State in writing of its intent to seek official recognition by IUCN Council and provide written evidence to the Secretariat to that effect • ensure that only voting Members of IUCN participate in decisions on matters of IUCN business • elect its own Chair and establish its own procedures • accept the right of any member to disassociate from any decision of the Committee and if requested, clearly indicate that disassociation • be self-governing and not impose financial obligations or liabilities upon IUCN, in accordance with Art. 71, para (a) and (b) of the IUCN Statutes • use the IUCN name and logo only in accordance with a License Agreement signed with the National Committee • be solely responsible for any funds it raises and any debts and legal obligations, incurred in accordance with the Statement regarding financial obligations and liabilities • determine the dates and venues of its meetings, informing its members and the Director General of these meetings in advance • promptly send an annual report on its activities to the Director General and the 	<p>YES YES YES YES</p> <p>YES</p> <p>YES</p> <p>YES YES</p> <p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p>	<p>NO</p>

<p>Council</p> <ul style="list-style-type: none"> • co-operate with the IUCN Secretariat and the Commissions to advance the work of IUCN • if it adopts and pursues its own policies, ensure that these are consistent with the objectives and policies of IUCN • invite relevant key national bodies to participate as appropriate, where this participation will further the work of the Committee • issues statements (if it does) relevant to the objectives of IUCN, provide that such statements, or activities pursuant to them, shall be solely on behalf of the Committee and shall not commit IUCN to any financial, legal or other obligations, in accordance with the Statement regarding financial obligations and liabilities 	YES	
	YES	
	YES	
	YES	

5. EXECUTIVE COMMITTEE:	
Chair:	Election pending approval by IUCN
Vice-Chair:	Election pending approval by IUCN
Secretary:	Election pending approval by IUCN
Treasurer:	Election pending approval by IUCN
Executive Bureau Members:	<u>Exploratory Committee:</u> <ul style="list-style-type: none"> a) John Robinson, Wildlife Conservation Society, IUCN Member (IUCN Regional Councillor and ex-IUCN Vice President) b) Paul Salaman, Rainforest Trust, IUCN Member c) Russ Mittermeier, Conservation International, IUCN Member (Ex- IUCN Regional Councillor and Ex- IUCN Vice President) d) Richard Cellarius, Sierra Club, IUCN Member (Ex-IUCN Deputy Commission Chair) e) Christopher Dunn, Cornell Botanic Gardens, IUCN Member



92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 5.3.3.5

8th Meeting of the Governance and Constituency Committee

Change of category or name of IUCN Members

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to:

1. Make a recommendation to Council regarding the request from two current IUCN Members, Office National des Forêts (National Forest Office) in France and Ayuntamiento de Málaga (Malaga`s City Council) in Spain to change their membership category from Government Agency to Affiliate;
2. Take note of the change of name of eight current Member organisations and inform the Council of these name changes.

Background

1. Change of membership category of two current IUCN Member organisations

Pursuant to Regulation 21, the Governance and Constituency Committee is requested to consider the request from two current Members, the Office National des Forêts (National Forest Office) in France (GA/1527) and the Ayuntamiento de Málaga (Malaga`s City Council) in Spain (GA/25066), to change their membership category **from Government Agency to Affiliate** and to make a recommendation to the 92nd meeting of Council for decision.

Regulation 21 states that “*On request of after due notice, the Council shall transfer a Member to another group of membership, if in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within ninety days following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification*”.

Request from the Office National des Forêts, France

A letter requesting the membership category change was received from the Office National des Forêts on 1st September 2016 asking for this change to be effective from 2016 onwards. As part of its decision, the GCC/Council needs to determine when the decision would become effective from 1 September 2016.

Having been a Government Agency Member of IUCN since 1996, the Office National des Forêts meets the statutory requirements for the Affiliate Category. However, the Member has been asked to re-confirm that they adhere to IUCN Statutes and that they endorse IUCN objectives. An assessment form completed by the Secretariat is available as [Annex I](#).

Request from the Ayuntamiento de Málaga, Spain

A letter requesting the Membership category change was received from the Ayuntamiento de Málaga on 24 January 2017 asking for a change of membership category from 2017 onwards.

Having been a Government Agency Member of IUCN since 2008, the Ayuntamiento de Málaga meets the statutory requirements for the Affiliate Category. However, the Member has been asked to re-confirm that they adhere to IUCN Statutes and that they endorse IUCN objectives. An assessment form completed by the Secretariat is available as [Annex II](#).

2. Change of name of eight current IUCN Member organisations

The Governance and Constituency Committee is requested to take note of the recent change of name of the following eight current IUCN Member organisations and to inform Council accordingly:

Member ID	Country	Previous name	New name
ST/1062	Burkina Faso	Ministère de l'Environnement et des Ressources Halieutiques <i>(Ministry of the Environment and Ministry of Water Ressources)</i>	Ministère de l'Environnement, de l'Economie verte et du Changement Climatique <i>(Ministry of the Environment, Green Economy and Climate Change)</i>
NG/924	Israel	Hai-Bar Society for the Establishment of Biblical National Wildlife Reserves	Israel Nature and Heritage Foundation
ST/41	Denmark	Ministry of Environment and Food	Ministry for Food and Environment, Agency for Water and Nature Management
NG/1158	Ecuador	Centro de Educación y Promoción Popular <i>(Popular Education and Promotion Center)</i>	Centro de Educación y Promoción Social y Profesional <i>(Center for Education and, Social and Professional Improvement)</i>
GA/25374	Sri Lanka	Ministry of Agriculture, Agrarian Development, Minor Irrigation, Industries and Environment (Western Province)	Ministry of Agriculture, Land, Irrigation, Fisheries, Animal Product & Health, and Agrarian Development – (Western Province)
NG/203	USA	Zoological Society of San Diego	San Diego Zoo Global
NG/24933	The Netherlands	Alertis, Stichting voor Beer en Natuurbescherming (Alertis, Fund for Bear and Nature Conservation)	Bears in mind
NG/25554	USA	Cornell Plantations	Cornell Botanic Gardens

Assessment form for change of membership category

Annex I

GA: Government agency

NG: National non-governmental organisation

IN: International non-governmental organisation

AF: Affiliates

Current category and ID number:	GA/1527 (Government Agency)
New category and ID number:	AF/1527 (Affiliate)
Organisation name (original):	Office National des Forêts (National Forest Office)
Country and Statutory Region:	France, West Europe
To be presented for approval on/in: (by MU)	February 2017

What needs to be checked by category							Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG	Univ. ¹	AF ²	Yes –no - n/a
Art. 5b	Forms part of the State Machinery	X				X (for GA only)	✓
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		X	X	X	X (for IN/ NG/Univ. only)	n/a
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	X	X	X	X	X	✓
Art. 7b	Has one of its central purposes to achieve IUCN's objectives (described in Art. 2) <i>[applicant's statutes]</i>	X	X	X	X	X	✓
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	X	X	X	X	X	✓
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both³:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	X	X	X	X	X	✓
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	X	X	X	X	X	✓
Reg. 5a(i) Reg. 5b(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		X	X	X	X (for IN/ NG/Univ. only)	n/a
Reg. 5a(ii) Reg. 5b(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		X	X	X	X (for IN/ NG/Univ. only)	n/a
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁴ <i>[applicant's statutes]</i>		X	X		X (for IN/NG only)	n/a
Reg. 5b (iv)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				X	X (for Univ. only)	n/a
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁵ <i>[applicant's statutes]</i>		X	X		X (for IN/NG only)	n/a
Reg. 5b (iii)	Is an academic or professional entity of high standing				X	X (for Univ. only)	n/a
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁶ <i>[Application Form > Mission, Objectives and Activities]</i>		X			X (for IN only)	n/a
Reg. 6d	Board is open to nationals from at least two States ⁷ <i>[applicant's statutes]</i>		X			X (for IN only)	n/a

¹ Universities are part of the NG category, but have to fulfil slightly different criteria.

² GA/IN/NG wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

³ Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

⁴ Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

⁵ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

⁶ "Outposted or country offices" means that the organisation must have a registered office (legal seat) in at least two countries. Outposted staff based in partner organisations in other countries cannot be considered as "outposted or country offices".

What documents need to be provided by category and what needs to be done by IUCN						Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	AF	Yes –no - n/a
Reg. 4	Authorization to adhere to IUCN Statutes is signed by Head of the Organisation				x	✓
Reg. 7,9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of Organisation				x	✓
MU process	Assessment form completed (<i>by UDG</i>)	x	x	x	x	✓

MFP/UDG comments

Completed on: 16/12/2016

by: Fleurange Gilmour

⁷ The organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!

Assessment form for change of membership category

Annex II

GA: Government agency

NG: National non-governmental organisation

IN: International non-governmental organisation

AF: Affiliates

Current category and ID number:	GA/25066 (Government Agency)
New category and ID number:	AF/25066 (Affiliate)
Organisation name (original):	Ayuntamiento de Málaga (Malaga`s City Council)
Country and Statutory Region:	Spain, West Europe
To be presented for approval on/in: (by MU)	February 2017

What needs to be checked by category							Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG	Univ. ¹	AF ²	Yes –no - n/a
Art. 5b	Forms part of the State Machinery	X				X (for GA only)	✓
Art. 5d/e	Incorporated within a State <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		X	X	X	X (for IN/ NG/Univ. only)	n/a
Art. 7a	Shares and supports IUCN objectives <i>[applicant's statutes]</i>	X	X	X	X	X	✓
Art. 7b	Has one of its central purposes to achieve IUCN's objectives (described in Art. 2) <i>[applicant's statutes]</i>	X	X	X	X	X	✓
Art. 7b	Has substantial record in conservation of nature <i>[Application Form > Achievements]</i>	X	X	X	X	X	✓
Art. 7c	Objectives and track record embody: i) <i>conservation of the integrity and diversity of nature; and, either or both³:</i> ii) <i>aim to ensure that any use of natural resources is equitable and ecologically sustainable</i> iii) <i>dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN</i>	X	X	X	X	X	✓
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities <i>[applicant's statutes]</i>	X	X	X	X	X	✓
Reg. 5a(i) Reg. 5b(i) Reg. 6a	Is Not-for-profit <i>[applicant's statutes]</i>		X	X	X	X (for IN/ NG/Univ. only)	n/a
Reg. 5a(ii) Reg. 5b(ii) Reg. 6b	Has been in existence for at least 3 years <i>[document of incorporation (not compulsory to send) OR applicant's statutes]</i>		X	X	X	X (for IN/ NG/Univ. only)	n/a
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent ⁴ <i>[applicant's statutes]</i>		X	X		X (for IN/NG only)	n/a
Reg. 5b (iv)	Is autonomous in administration and governance <i>[applicant's statutes]</i>				X	X (for Univ. only)	n/a
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure ⁵ <i>[applicant's statutes]</i>		X	X		X (for IN/NG only)	n/a
Reg. 5b (iii)	Is an academic or professional entity of high standing				X	X (for Univ. only)	n/a
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices ⁶ <i>[Application Form > Mission, Objectives and Activities]</i>		X			X (for IN only)	n/a
Reg. 6d	Board is open to nationals from at least two States ⁷ <i>[applicant's statutes]</i>		X			X (for IN only)	n/a

¹ Universities are part of the NG category, but have to fulfil slightly different criteria.

² GA/IN/NG wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).

³ Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

⁴ Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

⁵ Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

⁶ "Outposted or country offices" means that the organisation must have a registered office (legal seat) in at least two countries. Outposted staff based in partner organisations in other countries cannot be considered as "outposted or country offices".

What documents need to be provided by category and what needs to be done by IUCN						Does it comply?
Ref	Requirement / admission criteria	GA	IN	NG (incl. Univ)	AF	Yes –no - n/a
Reg. 4	Authorization to adhere to IUCN Statutes is signed by Head of the Organisation				x	✓
Reg. 7,9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of Organisation				x	✓
MU process	Assessment form completed (<i>by UDG</i>)	x	x	x	x	✓

MFP/UDG comments

Completed on: 31/01/2017

by: Fleurange Gilmour

⁷ The organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!



92th Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 6

IUCN 2017 Workplan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the IUCN 2017 Workplan and Budget on the proposal of the Director General taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The Director General will present the highlights of the IUCN 2017 Workplan and Budget to Council as part of her Report to Council under Agenda Item 2, on Wednesday morning 8 February 2017.

The IUCN 2017 Workplan and Budget will subsequently be discussed by the Programme and Policy Committee (with emphasis on the Workplan) and the Finance and Audit Committee (with emphasis on the Budget) on 8 February 2017. It will subsequently be brought to the Council for decision under Item 6 on 9 January 2017 when both Committees will present their recommendations about the IUCN 2017 Workplan and Budget.



IUCN 2017 Work Plan and Budget

2017 Workplan and Budget

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PART I: THE 2017 WORKPLAN

Introduction

The coming four years will be critical for the life support systems of this planet and IUCN starts its new Programme 2017-2020 aiming to upscale action in support of conservation and development, produce authoritative knowledge and data, while influencing policy at a range of scales and topics.

This document contains the IUCN Workplan for 2017, which is the first year of implementation of the IUCN Programme 2017-2020 and its three Programme Areas:

- Valuing and conserving nature;
- Promoting and supporting effective and equitable governance of nature;
- Deploying nature-based solutions to address societal challenges.

The workplan is drawn from the individual workplans of IUCN's global thematic programmes, Commissions and Regions and shows what IUCN will deliver for 2017 in the first year of implementing the IUCN Programme 2017-2020.

This document is organized into three sections – (1) the State of the Project Portfolio, (2) the Annual Workplan and (3) Operational Aspects and Challenges.

Throughout, the contribution that IUCN will make to the implementation of the Sustainable Development Goals and the Aichi Targets is highlighted. IUCN will work directly with its State and Government Agency members to provide the knowledge, capacity building and technical advice to enable implementation action of these critical Goals and Targets. In some areas where IUCN possesses the necessary knowledge and skills we will seek to take a global leadership role.

State of the Project Portfolio

IUCN activated its new Project Portal in late 2016 and entered basic data for more than 500 project records (main projects and internal agreements) over a three month period.

Each project record contains all of the project information. This includes data on the project itself – how it contributes to the IUCN Programme, SDGs and Aichi Targets, its classifications in terms of themes, tools and actions and habitats, its locations and its project area and beneficiaries. The project record contains all financial information, donor information and will shortly contain all procurement information. Engagement of Members, Commissions and National and Regional Committees is included in this data. As projects are often implemented by multiple programmes of IUCN, the linkages between units has been established, project teams identified and internal agreements specified.

IUCN and the Sustainable Development Goals

The Sustainable Development Goals represent an improvement by an order of magnitude of how development will be planned, implemented and monitored. All actors – including the donor community - ascribing to the SDGs are now on a common framework, which will vastly simplify the global project of development. IUCN is fully committed to helping implement the Sustainable Development Goals and working with donors and other partners in realizing their success.

All projects in the Portal are tagged against the SDGs that they are delivering against. The distribution of the project budget gives an indication of the level of effort that IUCN is making to deliver against each of the SDGs.

In addition to budget figures, the IUCN Targets have been mapped against the SDGs, which shows a slightly different picture of how IUCN intends to deliver against the SDGs (as opposed to the current view of how IUCN is delivering against the SDGs) in 2017-2020 period.

IUCN maps 21 Targets against SDG15 (Life on Land), 14 IUCN Targets against SDG14 (Life under water) and 6 against SDG13 (Climate Action).

The IUCN Targets also map well against SDG1 (No Poverty), SDG2 (Zero Hunger), SDG3 (Good Health), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities), SDG12 (Responsible Consumption and Production) and SDG16 (Peace and Justice) which reflects the benefits expected from improving natural resource governance and implementing nature based solutions under the IUCN Programme.

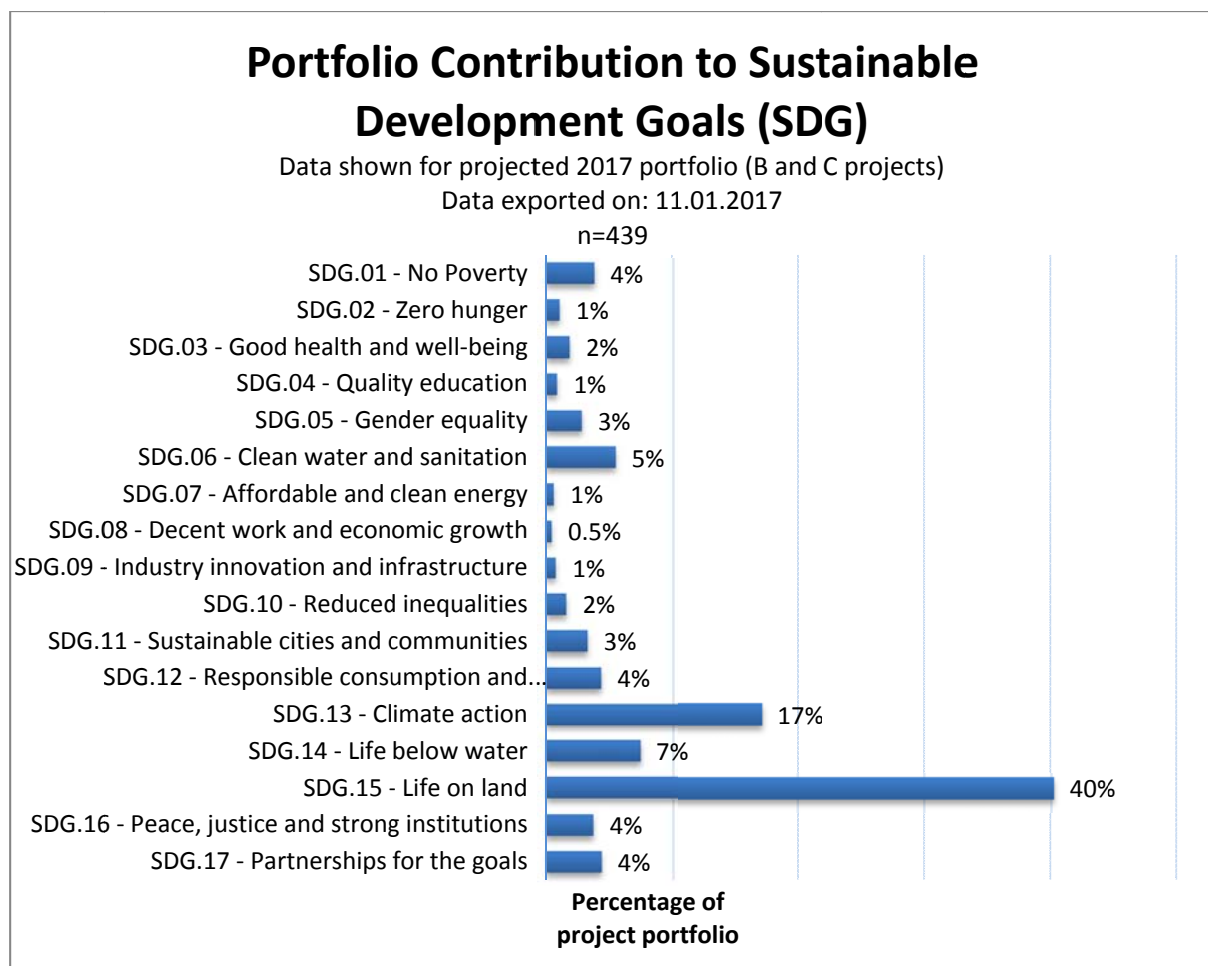


Figure 1 IUCN project portfolio and the Sustainable Development Goals

IUCN and the Aichi Targets

Two-thirds of IUCN’s project portfolio contributes to six of 20 Aichi Targets of The Strategic Plan for Biodiversity: Target 15 (Ecosystems restored), Target 14 (Ecosystem Services safeguarded), Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 1 (Awareness) and Target 19 (Knowledge Improved).

In addition to mapping against budgeted expenditure, the IUCN Targets have been mapped against the Aichi Targets and this gives an indication of where the Programme is headed in 2017-2020 in delivering the Aichi Targets.

The IUCN Targets map well against Aichi Target 1 (Awareness) and 18 (Traditional Knowledge); 16 IUCN Targets each), Aichi Target 2 (Biodiversity Values Intact; 14 IUCN Targets), Aichi Target 19 (Knowledge Improved; 10 IUCN Targets); Aichi Targets 4 (Sustainable Production and Consumption), 11 (Protected Areas) and 17 (NBSAPs) (9 IUCN Targets each); Aichi Target 14 (Ecosystem Services Safeguarded; 8 IUCN Targets) and Aichi Target 12 (Extinction Prevented; 7 IUCN Targets).

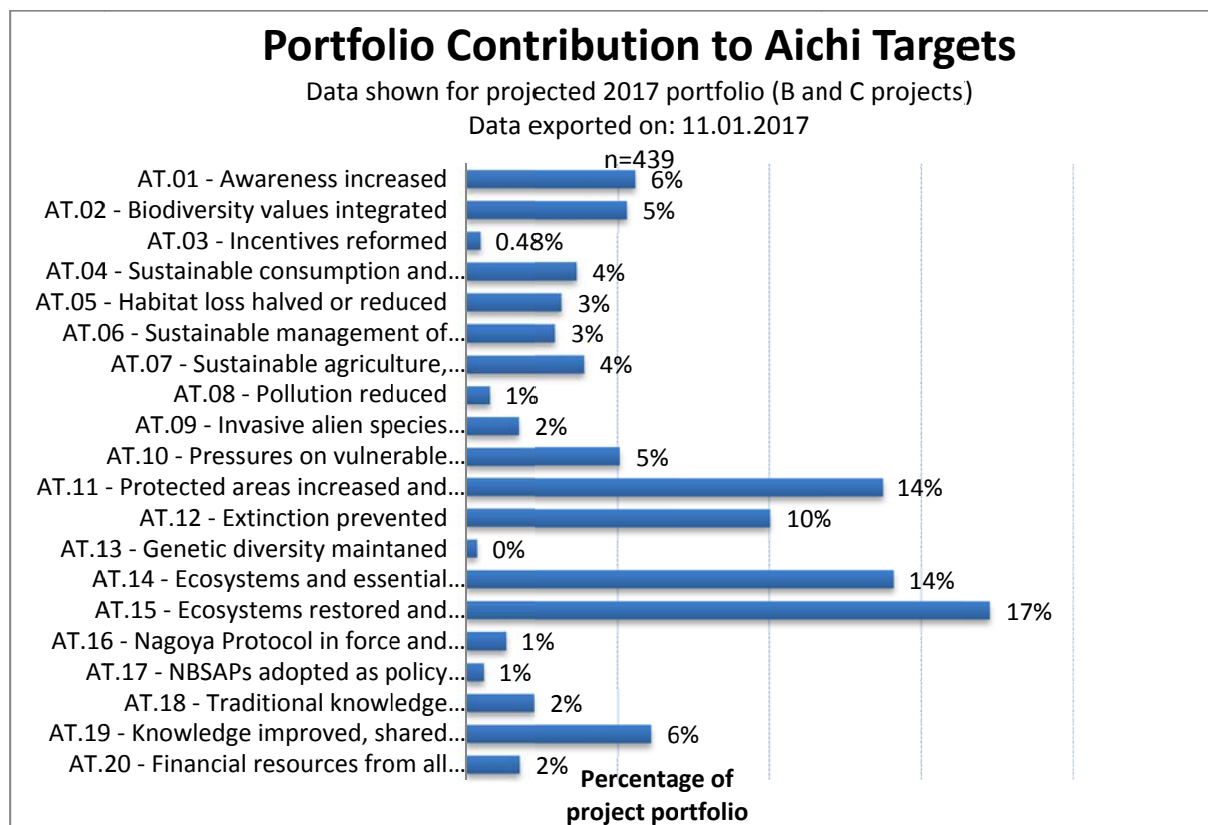


Figure 2 IUCN project portfolio and the Aichi Targets

The IUCN Portfolio and the One Programme

Data entry on engagement of Members, Commissions and Committees is ongoing and was not complete as of January 2017. Of 205 project records under implementation or in the pipeline worth approximately CHF72m for 2017, only 14 do not list a Member, Commission or Committee as an implementing partner. The trends in this data (ca. 70% of the portfolio list Members, Commissions or Committees as partners) should be generalizable to the entire portfolio and is consistent with historical trends.

In future, the Portal will show the value of contracts awarded to Members, Commission Members and Committees, the percentage of projects that engage Members, Commissions or Committees and the exact number of engagements (noting that a project may engage multiple Members, Commission Member or Committees).

The IUCN Portfolio mapped against the IUCN Programme 2017-2020

The project portfolio delivers against the three Programme Areas of the IUCN Programme 2017-2020 relatively evenly (see Figure 3).

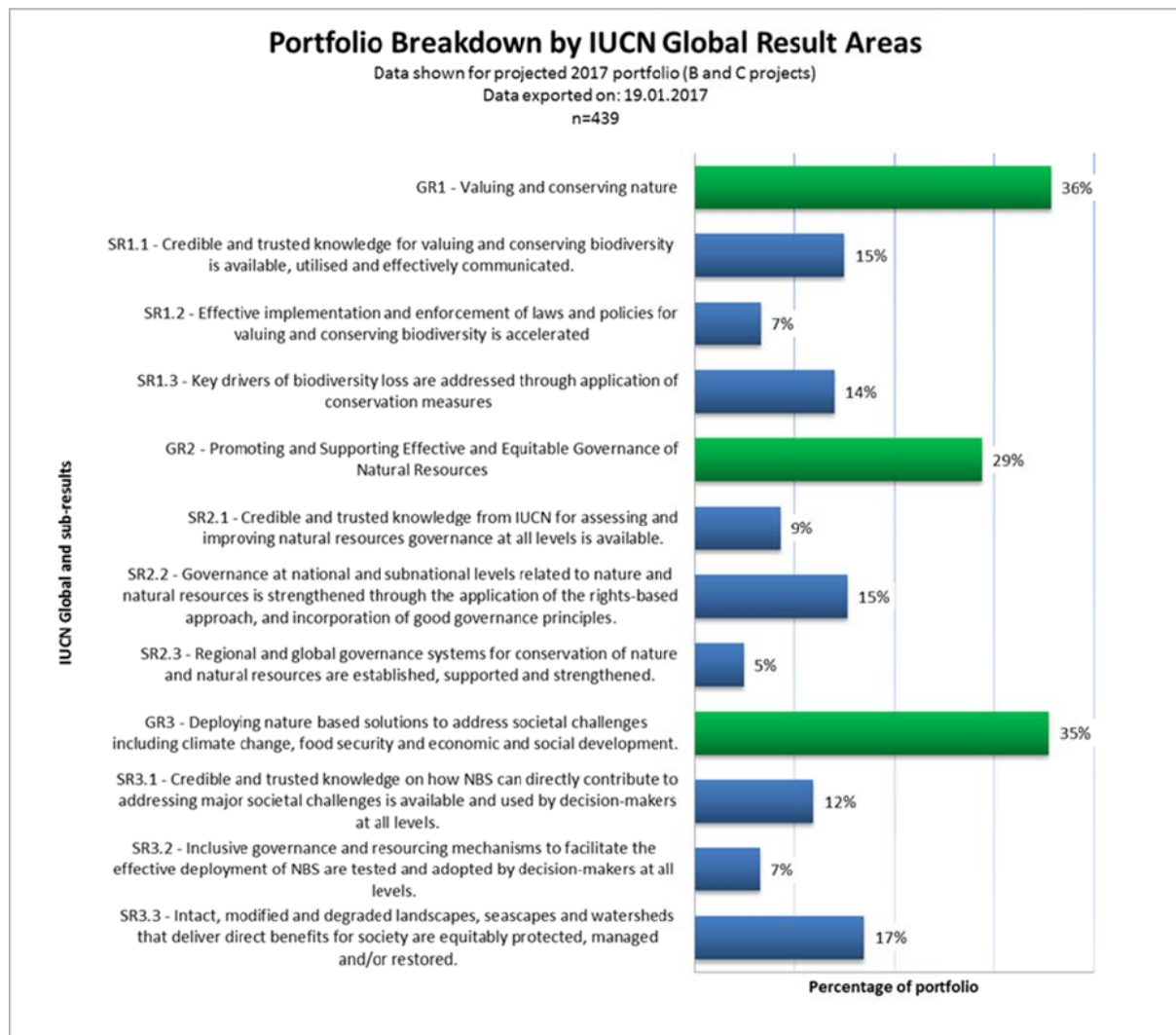


Figure 3 Portfolio Breakdown by Global Result

The 2017 Workplan

The Workplan is organized into three sections – on Nature-based solutions, Governance of natural resources and Valuing and conserving nature, which correspond to the three Programme Areas of the IUCN Programme 2017-2020.

Within each section, IUCN's work on generating knowledge, influencing policy, action is presented.

This workplan presents the highlights of what IUCN intends to deliver in 2017. For a complete picture, see Annex 1.

The IUCN Programme Areas are presented in the order of Nature-based solutions, Effective and equitable governance of natural resources and Valuing and conserving nature. While is a departure from previous workplans, this workplan aims to showcase IUCN's contribution to the Sustainable Development Goals.

The Sustainable Development Goals are the framing device of IUCN's current work. Table 1 shows the myriad of ways that IUCN contributes to the understanding of how nature and human wellbeing depend on one another, and the ways in which IUCN is providing solutions.

SDG	IUCN's contribution and understanding
1 No poverty	<ul style="list-style-type: none"> • Conservation and restoration go hand-in-hand with poverty eradication for the most poor rural households
2 Zero hunger	<ul style="list-style-type: none"> • Healthy ecosystems support the long-term productivity of food systems • Forests provide food directly • Soil processes and wild pollinators are key to agricultural productivity
3 Good health	<ul style="list-style-type: none"> • Healthy ecosystems are more effective at eliminating toxins • The spread of disease is enabled by unhealthy environments • Protected areas can contribute directly to people's health
4 Quality education	<ul style="list-style-type: none"> • IUCN provides a platform for environmental education; an investment in a sustainable and just society
5 Gender equality	<ul style="list-style-type: none"> • Gender equality and women's empowerment are fundamental human rights and social justice; as well as a pre-condition for sustainable development and achievement of the SDGs
6 Clean water and sanitation	<ul style="list-style-type: none"> • Nature provides the infrastructure for supplying our freshwater • Nature also recycles and absorbs excess nutrients and water pollution (which in turn directly affects human health) • Investments in watersheds can yield high social returns
7 Affordable and clean energy	<ul style="list-style-type: none"> • Providing energy solutions is key to conserving critical ecosystems that provide other social benefits including food and clean water
8 Good jobs and economic growth	<ul style="list-style-type: none"> • IUCN encourages governments to mainstream environmental values, invest in ecosystem services and use nature-based solutions as another means of stimulating a sustainable economy
9 Industry, innovation and infrastructure	<ul style="list-style-type: none"> • Nature-based solutions are increasingly integrated into production systems
10 Reduced inequalities	<ul style="list-style-type: none"> • Governance frameworks for the management of natural resources and ecosystems and their services are a major determinant in the fairness of outcomes for different individuals and groups in society • IUCN builds mechanisms that give voice to the marginalized, creates champions in governance structures and returns rights, benefits and tenure • Supporting processes such as the Nagoya protocol underpin a more fair distribution of nature's bounty
11 Sustainable cities and communities	<ul style="list-style-type: none"> • Crucial to building sustainable cities will be understanding how cities depend on and are linked to their surrounding environment • Cities draw on ecosystem services of watersheds, aquifers, rivers and other natural systems and also impact on ecosystems for better or for worse
12 Responsible consumption and production	<ul style="list-style-type: none"> • Shifting toward sustainable patterns across the full spectrum of goods and services will be crucial to the efforts at nature conservation; consumption and production patterns shape how much stress human activities place on natural ecosystems • Sustainable food systems are closely linked to stable natural systems, particularly forests and wetlands
13 Climate action	<ul style="list-style-type: none"> • Ecosystems and their sustainable management perform critical functions in climate regulation, and will need to figure centrally in both mitigation adaptation efforts • Nature-based solutions can provide a critical means of climate adaptation
14 Life under water	<ul style="list-style-type: none"> • As oceans cover 70% of the Earth's surface, the health of the world's oceans has far-reaching social, environmental and economic implications • There are multiple threats to the world's oceans, including overfishing, climate change, ocean acidification and marine pollution
15 Life on land	<ul style="list-style-type: none"> • Forests produce over 40% of the world's oxygen and house 80% of the world's terrestrial biodiversity; preserving and restoring forests would go a long way toward the achievement of this goal • Sustainable management of forests is also a critical contributor to climate change mitigation, just as deforestation is an important contributor to greenhouse gas emissions • Local communities, including indigenous peoples, who depend on forests for their livelihoods, health and wellbeing need to be empowered to participate effectively in management of forests for their own wellbeing
16 Peace, justice and strong institutions	<ul style="list-style-type: none"> • Effective national and global governance is essential to meeting challenges of sustainable development • Rule of law, across a range of issues related to sustainable development (e.g. tenure, wildlife trade) is key
17 Partnerships for the goals	<ul style="list-style-type: none"> • By design, IUCN is a global partnership made up of governments, civil society organizations and concerned scientists; above all it is a science generating and knowledge sharing partnership, one dedicated to effective policy, institutions and financial mechanisms to conserve nature and the services it provides to humanity

Table 1: IUCN and the Sustainable Development Goals

Deploying nature-based solutions to address societal challenges

IUCN's work on delivering Nature-based Solutions showcases how conservation can most immediately benefit human wellbeing and development. The deployment of a Nature-based Solution is intended to make use of nature to deliver benefits in terms of income and jobs, food and water security, climate adaptation, resilience and disaster risk reduction and human health.

Over the last four years IUCN has led the way in framing, promoting and applying the Nature Based Solutions concept. There is now increasing global recognition of this and several governments and international conventions are proactively embracing the idea. A recent editorial in the journal *Nature* specifically on Nature-based solutions noted “.....the concept it (NBS) represents is of vital and urgent significance. As the grand challenges that face society continue to build, so does the need for multidisciplinary, evidence-based strategies to, for example, protect water supplies, address habitat loss and mitigate and adapt to climate change”.

With this in mind IUCN will continue to lead as a global NBS champion through ensuring that the tools, knowledge and operational framework is available for a consistent and effective application of NBS across a range of circumstances and, in close collaboration with State and Government Agency members, to scale-up and monitor the application of nature-based solutions at national and sub-national level.

With the shift of international attention to the imperative of early implementation of SDGs and the Paris Agreement on Climate Change there is an unique opportunity for IUCN, its Members and partners, to harness the interest and needs of other sectors and new constituencies and thereby demonstrate the fundamental importance of healthy and well-managed ecosystems to peoples' lives, livelihoods and well-being.

Knowledge

IUCN Targets: 22, 23	SDGs: 2.4, 12.8, 15.1, 15.6
	Aichi Targets: 1, 2, 18, 19

The main knowledge deliverables for Nature-based Solutions include a series of tools and protocols for tracking the benefits emerging from implementation of Nature-based Solutions themselves. IUCN will develop a tracking protocol for Forest Landscape Restoration, human wellbeing indicators for IUCN's Nature Based Solutions work, a grasslands assessment methodology, and methods for assessing the benefits of Ecosystem-based Adaptation and the effectiveness of Disaster Risk Reduction.

Care will be taken to ensure that the protocols, methods and indicators developed are consistent with one another, so that IUCN can paint a quantified picture of development benefits delivered by IUCN. The teams developing the protocols, methods and indicators will work with IUCN's Global PM&E Unit to ensure that any outputs are consistently applied in the IUCN Programme and Project Portal across all IUCN projects.

This is a hugely significant piece of work for tracking IUCN's contributions to the Sustainable Development Goals, namely SDG1 (No Poverty), SDG 2 (Zero Hunger), SDG 4 (Quality Education), SDG5 (Gender Equality), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities) and SDG12 (Responsible Consumption and Production).

IUCN will also produce more than 100 case studies related to protected areas solutions and benefits, which also include lessons on participation of women, youth and indigenous peoples in protected areas management.

Policy

IUCN Targets: 24, 25, 27	SDGs:6.5, 6.a, 6.b, 11.b, 13.3, 15.9, 15.a, 16.6
	Aichi Targets: 1, 2, 11, 14, 15, 16, 18, 20

IUCN will support policy formulation that enables Nature-based Solutions in more than 30 countries, covering the topics of Blue Carbon, Ecosystem-based Adaptation, Forest Landscape Restoration and gender-responsive REDD+ mechanisms. Policy formulation can be an important early step in the implementation and scaling up of Nature-based Solutions.

Action

IUCN Targets: 25, 26, 27, 28, 29, 30	SDGs:1.5, 2.4, 4.7, 5.5, 5.a, 6.3, 6.4, 6.6, 6.a, 6.b, 11.3, 11.5, 11.b, 12.2, 12.6, 12.b, 13.1, 13.b, 14.1, 14.2, 14.7, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 16.6, 16.7
	Aichi Targets: 1, 2, 7, 11, 14, 15, 16, 18, 20

IUCN will work with partners to restore 30m of degraded forest landscapes in 2017, while seeking major new commitments, from China, in particular.

IUCN will also support the process of defining Land Degradation Neutrality Targets in 50 countries, promote restoration monitoring in 20 World Heritage Sites and scale up nature-based resilience in 11 Mangroves for the Future countries (covering 9000km² and 90,000 beneficiaries).

IUCN will support the development and capitalization of financing mechanisms for Nature-based Solutions in a variety of contexts. Some are still in planning and development stages, for example, a climate finance mechanism for women in four countries, NBS financial mechanisms in four Asian countries and an NBS mechanism under the Agenda for Sustainable Development.

Other commitments are more tangible: IUCN will mobilize USD250m for Forest Landscape Restoration, USD 50m for sustainable land use management and disperse 8m Euros under BEST 2.0 grantmaking and USD4m in the EU Overseas Territories and through the Sire River Basin Environmental Trust in Southern Africa.

IUCN's Contribution to the SDGs. Restoration, Land Degradation Neutrality, along with IUCN efforts on Ecosystem-based Adaptation, Disaster Risk Reduction and watershed management will have measurable and tangible benefits related to SDG1 SG1 (No Poverty), SDG 2 (Zero Hunger), SDG5 (Gender Equality), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities) and SDG12 (Responsible Consumption and Production). Of course, these also make a solid contribution to SDG13 (Climate action), SDG14 (Life below water) and SDG15 (Life on land) as one would expect.

Promoting and supporting effective and equitable governance of natural resources

Good natural resource governance is key to sustainable development. IUCN's work on natural resource governance highlights the need for good governance while providing cutting edge tools and resources. Good natural resource governance is not only good for nature; it forms a sound basis for all forms of human rights.

There is an increasing recognition in many international frameworks that good governance is essential for sustainable development. The 2030 Agenda for Sustainable Development comprise a goal (SDG 16) dedicated to governance issues and several targets speaking to this theme across the entire SDGs framework. The SDGs therefore present a real opportunity to address fragmentation of governance by taking a more integrated approach to sustainable development, law and policy making and implementation, and placing governance of natural resources within the development and good governance context. A primary reason for weaknesses or failures to achieve conservation objectives and to provide local benefits and livelihood security continues to be lack of appropriate governance and insecure rights, including lack of awareness about rights and entitlements and the omission of gender perspectives. The achievement of this Programme Area targets by 2020 would represent a significant contribution to the delivery of SDGs 1, 5, 16 and 17.

Knowledge

IUCN Targets: 13, 14, 15	SDGs: 1.4, 6.b, 12.2, 15.6
	Aichi Targets: 1, 2, 4, 13, 16, 17. 18. 19

IUCN is producing and testing tools for natural resource governance, which include testing aspects of the Natural Resource Governance Framework in Africa and Central America and in selected protected areas, updating and consolidating a water focuses "toolkit of toolkits" based on more than 15 years of implementation and experience, integrating indigenous knowledge into IUCN Red List of Threatened Species assessments, developing and deploying the IUCN Gender Course of Action.

To underpin IUCN's governance work and development of tools, governance assessments will be undertaken in a range of settings: in protected areas in more than 10 counties, in World Heritage sites and for two SUSTAIN growth corridors.

Understanding natural resource governance and producing solid governance tools underpins much of what the SDGs is trying to achieve, notably SDG 5 (Gender equality) and SDG10 (Reduced inequality) and SDG 16 (Peace, justice and strong institutions). As this is turned into policy and action under the Nature-based solutions programme area, the contribution to other SDGs is visible.

Policy and Action

IUCN Targets: 17, 18, 19, 20, 21	SDGs: 1.4, 1.b, 2.5, 5.1, 5.5, 5.a, 5.c, 10.2, 10.3, 12.2, 14.c, 15.6, 16.3, 16.6, 16.b, 17.14
	Aichi Targets: 1, 2, 4, 16, 17, 18, 19

New policy formulation is a key deliverable in 2017 and includes two new national level Climate Change and Gender Action Plans, enabling forest governance legislation in more than 10 countries and numerous examples of local level legal and governance improvements on natural resources management.

Action

IUCN Targets: 16, 19	SDGs: 1.4, 2.5, 5.1, 5.5, 5.a, 5.c, 15.6, 16.6, 16.b, 17.14
	Aichi Targets: 2, 4, 17, 18

Large-scale water management and governance will be enabled in 12 BRIDGE basins (3 km², 20m beneficiaries), the rights-based approach in one SUSTAIN growth corridor (covering 2 clusters and about 25,000 households), as part of IUCN's ongoing work on water governance.

While this is the main target, there are many other examples of where IUCN influences the implementation of good governance and the rights based approach, including protected areas, World Heritage sites, Forest Landscape restoration, locally controlled forests and Mangroves for the Future.

The implementation of good governance underpins SDGs on poverty (SDG1), food security (SDG2), gender equality (SDG5), peace and justice (SDG16).

Valuing and conserving nature

The planet is in trouble and at the crossroads. It has never been more important to care for and heal the fragile green and blue mantle of the planet that is the basis of all life. IUCN's work on Valuing and conserving nature is the building block on which the IUCN Programme rests.

IUCN will complete enough of the Red List Species assessments that will make The IUCN Red List truly become a barometer of Life. The integration of this knowledge with information on protected areas and areas of importance for biodiversity will inform the protection of new Protected Areas and help decision-making by both private and public sectors to minimise society's impact on nature. Metrics of conservation success will be incorporated into this knowledge to show what is working and inform new conservation investments.

Biodiversity conservation and sustainable development are urgent. While the global agreements are key to the path for success, there is a need to chart a new course and challenge the current path. The broad consensus – as represented in the SDGs – pose the challenge of setting systemic shifts in place that will shift the trajectory to a sustainable path. The 2017-2020 Programme responds to this

challenge and focuses on the change that needs to be made as humanity stands at the planetary crossroads: the path to a sustainable future.

Knowledge

IUCN Targets: 1, 2, 3, 4, 5, 6, 7, 11, 12	SDGs: 1.5, 2.4, 2.5, 3.3, 3.4, 5.5, 5.a, 5.b, 5.c, 6.4, 6.5, 6.6, 8.1, 9.1, 10.1, 11.1, 11.4, 12.2, 12.8, 13.1, 13.3, 14.2, 14.3, 14.4, 14.5, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.7, 15.8
	Aichi Targets: 1, 2, 3, 5, 6, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19

IUCN will generate assessments based on IUCN Standards:

- 10,000 IUCN Red List of Threatened Species assessments, 2,000 re-assessments
- Completion of the IUCN Red List of Ecosystems global classification of ecosystems methodology and database, completed assessments of the ecosystems of the Americas and Europe, numerous new country level RLE assessments
- Incorporation of Green List of Protected Areas metrics into Protected Planet
- Full integration of three protected areas datasets (WDPA, DOPA, RRIS)
- Development of the Key Biodiversity Areas database and identification of new Key Biodiversity Areas in six regions
- Integrating the IUCN Red List of Threatened Species database with the Global Invasive Species Database and improve invasive species monitoring for more than 10 countries

More than 350 knowledge products and case studies to be developed will include:

- 150 peer reviewed journal articles, and update of the Red List Index
- new analytical work on the RLE itself and its use in land use planning
- work on the 2018 Protected Planet Report and the 2017 World Heritage Outlook Report
- 50 knowledge products and 30 case studies on FLR and locally controlled forests

Standards, guidelines and toolkits to be developed or published include:

- Finalization of the Green List standard for protected areas and initialization of a new Green List standard for species conservation
- One new Best Practice Guideline for protected areas
- A Net Positive Impact Protocol

IUCN will aim to ramp up its economics work in 2017, in particular through the appointment of a Chief Economist.

Intact and functioning ecosystems underpin and provide much of what the SDGs hold dear – eradication of poverty (SDG1), elimination of hunger (SDG2), good health (SDG3), clean water and sanitation (SDG6), while IUCN’s approach to conservation contributes to gender equality (SDG5), economic growth (SDG8), (natural) infrastructure (SDG9), reduced inequality (SDG10), sustainable cities (SDG11), climate action (SDG13). And of course, understanding how production and consumption (SDG12) is key. The knowledge deliverables provide an investment in the SDGs that

will shape how we respond as a society, while also attaining the SDGs of life below water (SDG14) and life on land (SDG15).

Policy

IUCN Targets: 6, 7, 8, 11	SDGs:1.5, 3.3, 6.4, 6.6, 8.1, 9.1, 11.4, 12.2, 14.1, 14.2, 14.4, 14.5, 14.6, 14.7, 15.1 - 15.7, 15.9, 15.a, 15.c, 17.14
	Aichi Targets: 1, 2, 3, 9, 12, 13, 17, 19

IUCN's knowledge and experts are used extensively to influence international policy, namely: use of the:

- IUCN Red List of Threatened Species and Protected Planet in Convention on Biological Diversity (one policy briefing to the Parties in aid of implementing Aichi Target 12) and Convention on the International Trade of Endangered Species (specific briefs provided to the 29th Animals committee, 23rd Plants Committee and 68th Standing Committee) discussions;
- Protected areas expertise to influence the decisions of the World Heritage Convention;
- Multiple knowledge products to influence the work of the Intergovernmental Science-Policy Panel on Biodiversity and Ecosystem Services;
- Support continuing systematic embedding of IUCN knowledge underpinnings in policy influencing materials to be prepared targeting all relevant processes to be prioritized in 2017 (e.g. MEAs, UNGA/UNDESA processes re: SDGs implementation, and the emerging BBNJ negotiations under UNCLOS).

IUCN will use its knowledge to support compliance reporting by Parties. IUCN will test the utility of ECOLEX and WILDEX to measure and report on the compliance of governments to their commitments to international conventions and wildlife crime. IUCN will also support the CBD's decision at the Cancun COP to create integrated reporting across multiple conventions through the SDG process.

Policy formulation will be supported by IUCN in many countries, including for access and benefit sharing of biodiversity (8 countries), ecosystem-based adaptation (2 countries), National Biodiversity Strategies and Action Plans (10 countries), international trade of wildlife under CITES (1 country), enabling forest governance legislation (10 countries) and invasive species (1 country).

Similar to knowledge deliverables, the policy work of IUCN underpins much of what the SDGs is striving for; without sound environmental governance, the aims of the other SDGs are compromised.

Action

IUCN Targets: 9, 10	SDGs: 2.4, 2.5, 3.4, 6.5, 6.6, 11.4, 12.2, 14.2, 14.4, 14.5, 15.1, 15.4
	Aichi Targets: 5, 6, 10, 11, 12, 13

IUCN is implementing major investments in species conservation through Members and partners, including:

- USD6m for conservation of 93 species of lemur in Madagascar
- 8.5m euros for conservation of five carnivore species in Africa
- 16.5m euros for 11 projects on tiger conservation
- USD8m for grants in the EU Overseas Territories

Conservation action for ecosystems will include forest conservation interventions in 50% of the world's deforestation hotspots and 5% of the world's KBAs in 2017 and integration of Environmental FLOWS into four BRIDGE waterbasins (Pungwe, Lake Chad, IGAD and 3S)

IUCN will aim to influence the expansion of protected areas networks in 10 countries, while helping to establish a trans-Atlantic network of marine protected areas.

The conservation action IUCN will undertake contributes best to SDG14 Life under Water and SDG15 Life on Land.

While not mentioned explicitly by the SDG framework and goal on human health (SDG3), IUCN's target on extending and improving protected areas networks does contribute to human health and wellbeing. As part of the Panorama of Protected Areas Solutions and #natureforall campaign, IUCN will seek to build the understanding of how protected areas make a positive and tangible contribution to human wellbeing and health.

Operational aspects and Challenges

Underpinning the IUCN Programme 2017-2020 are a series of system-wide upgrades (operational aspects) that will help IUCN better manage its portfolio and measure its results and impacts. Of course, every new Programme has its challenges. In this section, both operational aspects and challenges are discussed.

IUCN introduced a series of system-wide upgrades in 2015-16 that were intended to be operational in 2017 for the start of the new Programme. These include the Programme and Project Portal, IUCN's online project management system, the Project Appraisal and Approval System and the Project Guidelines and Standards.

Result and impact indicators are hard-wired into the Programme and project portfolio. A global effort to choose the best result and impact indicators, aligned well to what will be measured for the Sustainable Development Goals is nearing completion. All 30 targets in the IUCN Programme will have one or two results indicators, the three Programme Areas will have one to four impact indicators, for which baselines will be established. All projects will be expected to contribute data to these global indicators.

IUCN has expressed its preference for certain types of project delivery models. And in doing so, IUCN will increasingly fundraise and add projects only in the preferred project delivery model categories of (a) thematic initiatives/programmes, (b) implementing agency and (c) Generation and application of scientific knowledge.

Challenges

In the coming months, we will tag project data at IUCN Target level, so that a precise contribution to the Sustainable Development Goals can be seen (this matching is already complete for IUCN Targets and SDGs).

Definitions for PA2 (“intervention points”) and PA3 (“intact”, “semi-intact”, “natural” and “degraded”) will be improved so that programming is simplified.

IUCN will also seek to improve alignment across clusters of project themes – e.g. ecosystem-based adaptation – to maximize potential for generating data and learning and policy influencing.

PART II: IUCN'S 2017 BUDGET

Background

It is to be recalled that at the first Council meeting held in Hawaii upon the conclusion of the IUCN Congress, the Director General highlighted that she would initiate a study of the strategic shifts that could be made in the IUCN Secretariat such that the Secretariat could act with greater impact, results and efficiency in the four year programming period ahead. The Director General stressed that many of these shifts and reforms would result in enhanced systems, better management and more efficient operations, while others might involve organizational and staffing related changes.

Accordingly, the DG established a broad and inclusive process involving more than 60 staff members working on a number of key themes to identify opportunities for greater impact and results while also identifying potential savings.

The current budget proposal, therefore, reflects and captures system shifts, enhanced oversight, improved programmatic focus, enhanced staff time management, etc., while at the same time driving towards greater effectiveness and impact of the overall IUCN Secretariat work, such that the ambitious 2017-2020 Programme and the Hawaii Commitments can be achieved and delivered in the coming quadrennial period.

In light of the above, the 2017 budget is set against a background of increasing levels of restricted income and declining levels of unrestricted income. IUCN has two main sources of unrestricted income: Membership dues and Framework income¹. Membership dues have remained relatively stable over the last 5 years whereas Framework income has declined from a level of CHF24 in 2009 to CHF17m in 2013 to a budgeted level of CHF 11m in 2017.

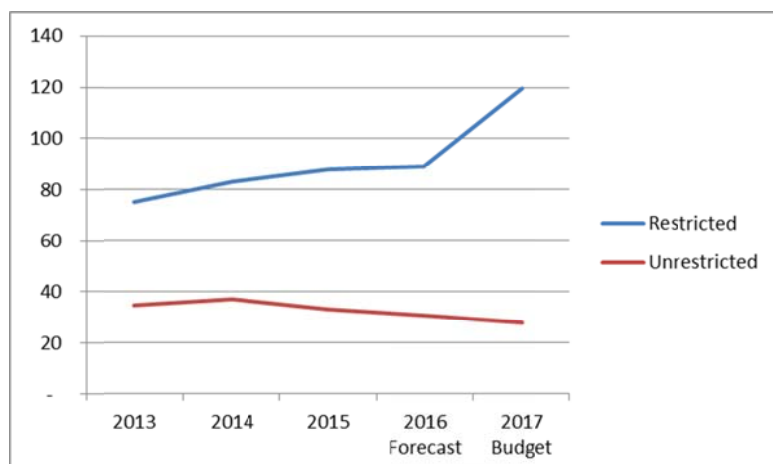
The prospects of predictable Framework funding from Official Development Assistance (ODA) are declining; bilateral development donors are demanding direct linkages between their resources and demonstrated, measurable human development impacts in addition to greater levels of accountability, and are restricting funding to specific measurable human development programme areas and deliverables. This presents a critical challenge for IUCN whose core functions depend significantly on Framework income. The decline in Framework income is also influenced by changing government priorities, e.g. the EU migration crisis, and demands for clear linkages with the development agendas of funding agencies.

In contrast with the decline in unrestricted income, restricted income is showing steady growth. This reflects the attractiveness of the IUCN Programme to donors and the focus on large-scale programmatic initiatives with significant resources being received from the European Commission, Germany (KfW), the US (USAID), UK (DFID) and others. Growth is also being driven by access to Global Environment Facility (GEF) and Green Climate Fund (GCF) funds. IUCN was recognised as an Implementing Agency of the GEF in 2014 and as an Accredited Entity with the GCF in March 2016. Access to these multilateral funding sources will provide IUCN with an important opportunity to grow the overall size of its project portfolio and to increase project income levels.

¹ Framework income is multi-year commitments from governments and private donors/partners that are not tied to particular programmes or projects.

Figure 4 below shows income trends over the last 5 years.

Figure 4: Income trends, CHF m



In order to address the decline in unrestricted income IUCN has initiated a change process (“Towards a Relevant and Stable IUCN”) with the objective of creating a financially stable, delivery focussed organisation.

This process has several strands one of which deals with changing income patterns and how to adapt to the increasing tendency of donors to restrict their contributions. This shift requires IUCN to continue to address efficiency weaknesses and adopt a process of full cost recovery for restricted projects, thus freeing up core funds for strategically important areas of work.

Summary

A total expenditure budget of CHF 149.2m is proposed for 2017 (2016 forecast: CHF 120.8m).

This is based on an unrestricted (core) budget of CHF 29.7m and a project restricted budget of CHF 119.5m.

The 2017 budget includes exceptional restructuring costs of CHF 1.6m and an operating deficit of CHF 0.4m, resulting in an overall deficit of CHF 2.0m.

At the IUCN Members’ Assembly in September 2016 the IUCN Director General reported to the Assembly that a deficit was to be expected in 2016 in view of the projected decline in Framework income and anticipated restructuring costs. Consequently the Members’ Assembly approved the 2017-20 Financial Plan which showed a deficit of CHF 2m in 2016. The costs of restructuring will, however, be incurred in 2017 and not 2016 as originally foreseen.

Table 2 summarizes the 2017 budget compared to the 2016 forecast, 2015 actual results and the first year of the 2017-20 Financial Plan approved by the 2016 Congress.

Table 2: Budget summary

	2015	2016	2017	2017
CHF m	Actual	Forecast	Budget	Plan
Core budget				
Income	33.2	30.5	27.7	29
Expenditure	33.2	31.6	29.7	29
Result	-	(1.1)	(2.0)	0
Project restricted budget				
Income	96.1	89.3	119.5	104
Expenditure	88.0	89.2	119.5	104
Result	8.1	0.1	0.0	-
Total budget				
Income	129.3	119.8	147.2	133
Expenditure	121.2	120.8	149.2	133
Result	8.1	(1.0)	(2.0)	0

Core income is lower than Plan due to a reduction in unrestricted income, whereas project restricted income is higher than plan due to growth in the project portfolio and higher rates of implementation.

Core Income and Expenditure

Table 3 below provides a summary of the core income and expenditure budget.

Table 3: Core income and expenditure

	2015	2016	2017	2017
CHF m	Actual	Forecast	Budget	Plan
Core income	30.3	28.3	25.8	27.0
Other external income	2.9	2.2	1.9	2.0
Management fees from projects	6.1	5.9	7.4	6.4
Total income	39.3	36.4	35.1	35
Operating expenditure	38.2	36.9	34.4	34.0
Provisions and other expenditure	1.1	0.6	0.6	1.0
Transfers to/(from) designated reserves	(0.7)	(0.1)	0.5	-
Total expenditure	38.6	37.4	35.5	35.0
Operating result	0.7	(1.0)	(0.4)	0.4
Exceptional costs	-	-	(1.6)	-
Net result	0.7	(1.0)	(2.0)	0.4

The net budgeted result for 2017 is a deficit of CHF 2.0m. This is after Exceptional costs and transfers to designated reserves.

Exceptional costs represent costs in relation to the IUCN Secretariat change process, and transfers to designated reserves represent funds put aside for future events, namely the 2020 World Conservation Congress and Regional Conservation Fora.

Core income

Core income comprises Membership dues, Framework income and other unrestricted income as summarised in table 4 below.

Table 4: Core income summary (CHF m)

CHFm	2015 Actual	2016 Forecast	2017 Budget	2017 Plan
Membership dues (net of provisions)	12.0	12.0	11.4	12.0
Framework income	15.6	13.4	11.4	12.0
Other unrestricted income	2.7	2.9	3.0	3.0
Total core income	30.3	28.3	25.8	27.0

Core income is budgeted at CHF 25.8, a decline of CHF 2.5m compared to the 2016 forecast and a decline of CHF 4.5m compared to that received in 2015. The decline is primarily due to a reduction in Framework income (see below).

Membership dues

Table 5 shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 5: Membership dues (CHF m)

CHFm	2015 Actual	2016 Forecast	2017 Budget
Membership dues	12.5	12.6	12.0
Provision for non-payment	(0.5)	(0.6)	(0.6)
Net Membership dues	12.0	12.0	11.4

Gross Membership dues are budgeted at CHF 12.0m (2016 forecast: CHF 12.6m). The decline relative to 2016 is a result of the rescission of Members at the 2016 Congress.

A provision of CHF 0.6m (2016: CHF 0.6m) has been budgeted for the non-payment of Membership dues.

Framework income

Framework income is budgeted at CHF 11.4m (2016 forecast: CHF 13.4m).

The reduction reflects a tendency for donors to link their funding to specific deliverables and a reprioritisation by donors on the use of ODA.

Of the total, CHF 2.9m is secured. The remainder is under negotiation and is expected to be secured during the course of 2017. Many Framework agreements are linked to the timeline of the IUCN Programme and hence it is not unusual for agreements not to have been concluded at this point in the 4 year cycle. It does, however, represent a significant financial risk (see page 32). In respect of agreements not yet concluded, the amounts budgeted have been based on indications received from donors.

Of the total Framework income of CHF 11.4m, CHF 1.3m is programmatically restricted.

No amounts have been budgeted for new framework partners that may join IUCN in 2017, although new relationships with potential partners will be explored.

Other unrestricted income

Other unrestricted income is budgeted at CHF 3.0m. This comprises various items as shown in table 6 below. The key items are the value of Swiss Government tax exemptions in respect of expatriate staff resident in Switzerland (CHF 1.4m) and rent and service fee income received from Ramsar and other tenants in the Headquarters building (CHF 1.0m).

Table 6: Other unrestricted income

CHFm	2015 Actual	2016 Forecast	2017 Budget
Swiss Government tax exemptions	1.4	1.4	1.4
Tenants	0.9	0.9	1.0
WWF	0.2	0.2	0.2
Other income	0.1	0.1	0.1
GEF agency fees	0.1	0.3	0.3
Total	2.7	2.9	3.0

GEF agency fees of CHF 0.3m have been budgeted in 2017. This is based on the current GEF portfolio and the expected date of approval of project concepts by the GEF Council. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects. Only 2% of the agency fee is budgeted as core income where it is used to fund the GEF Coordination Unit. The remaining 7% funds monitoring and support costs and is included in the project restricted budget.

Other external income

Other external income of CHF 1.9m represents income received directly by regional and HQ programmes. It includes rental income, consultancy income, deferred income in relation to in-kind assets and other sundry items, as shown in table 7 below.

Table 7: Other external income

CHFm	2015 Actual	2016 Forecast	2017 Budget
Rental income	0.4	0.5	0.4
Consultancy income	0.3	0.2	0.3
Deferred income	0.7	0.7	0.5
Other income	1.5	0.8	0.7
Total	2.9	2.2	1.9

Operating expenditure

Operating expenditure (Table 8) is budgeted at CHF 34.4m (2016 forecast: CHF 36.9m). 62% of costs are staff costs and 38% other costs. The ratio is similar to the previous two years, though the percentage related to staff costs has been gradually increasing over the years.

Both staff costs and other costs are lower than in previous years, reflecting a reduction in core income in 2017.

Reductions are most marked in the area of consultancy and professional services and travel, hospitality and conferences. Travel costs are lower than in 2016 because 2016 was a Congress year and as a result of general reductions in planned travel in 2017.

Table 8: Operating expenditure

CHF m	2015	%	2016	%	2017	%
	Actual		Forecast		Budget	
Staff costs	23.0	60%	22.4	60%	21.3	60%
Communication & publication costs	0.4	0%	0.3	0%	0.5	0%
Consultancy & prof. services	2.2	10%	2.3	10%	1.7	0%
Office costs	4.1	10%	4.1	10%	4.2	10%
Travel, hospitality & conferences	4.1	10%	3.7	10%	2.5	10%
Equipment costs	4.4	10%	4.2	10%	4.1	10%
Other costs	0.1	0%	0.1	0%	0.1	0%
Total other costs	15.2	40%	14.5	40%	13.1	40%
Total	38.2	100%	36.9	100%	34.4	100%

Provisions and other expenditure

Provisions cover operational risks such as adverse movements in foreign exchange rates and project deficits. Other expenditure includes items such as financing costs.

Table 9 below shows amounts budgeted for provisions. The total amount is similar to that forecast for 2016. The total was higher in 2015 due to losses on the investment portfolio, included under Other expenditure.

Table 9: Provisions and other expenditure

	2015	2016	2017
CHFm	Actual	Forecast	Budget
Foreign exchange	0.3	0.4	0.3
Project deficits	0.5	0.2	0.2
Other expenditure	0.3	-	0.1
Total expenditure	1.1	0.6	0.6

Exceptional costs

Exceptional costs of CHF 1.6m are budgeted in 2017. These costs relate to restructuring and change management costs in respect of the IUCN Secretariat change management process.

These are broken down as follows:

- Provision for redundancy CHF 1.0m
- Change management costs CHF 0.2m
- Investments in information technology CHF 0.4m

It is IUCN's intention to limit redundancy by reducing staff numbers through alternative strategies, e.g. retirements, non-renewal of fixed term contracts.

The change management costs include the cost of a change manager (internal appointment) and small allocations for consultancy and travel.

Investments in information technology are required to further improve the efficiency of IUCN processes, e.g. through the implementation of systems to support time management, contract management, contacts management, information management and through systems integration.

Transfers to/(from) designated reserves

IUCN makes annual allocations to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2017 budget includes an allocation of CHF 0.25m for the Regional Conservation Fora (RCFs), planned to take place in 2019, and an allocation of CHF 0.25 for the 2020 Congress of which CHF 0.1m is budgeted to be spent in 2017 for the selection process for the venue of the next Congress; the balance of CHF 0.15 will be allocated to designated reserves.

An allocation of CHF 0.75m has been made for the External Review of IUCN which takes place every 4 years.

Table 10: Allocations to/(from) designated reserves

	2015	2016	2017
CHFm	Actual	Forecast	Budget
World Conservation Congress and RCFs	(0.8)	(0.1)	0.4
External Review	(0.1)	-	0.1
Other	0.2	-	-
Total expenditure	(0.7)	(0.1)	0.5

Allocation of Core Income

Table 11 below shows the total core expenditure budget and how each of the different components is funded.

Table 11: Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Programme, Union and corporate support	Exceptional items	Allocations to designated reserves	Total 2017	Total 2016
Total expenditure	9.2	9.3	16.5	1.6	0.5	37.1	37.3
Internal service charges	1.8	2.4	(4.2)	-	-	-	
	11.0	11.7	12.3	1.6	0.5	37.1	37.3
Funding							
Membership	1.6	0.6	8.7	-	0.5	11.4	12.0
Framework	3.4	8.0	-	-	-	11.4	13.4
Other unrestricted	-	0.3	2.7	-	-	3.0	2.9
Core income	5.0	8.9	11.4	-	0.5	25.8	28.3
Other external	1.2	0.2	0.5	-	-	1.9	2.2
Management fees	4.8	2.6	-	-	-	7.4	5.9
Reserves	-	-	0.4	1.6	-	2.0	1.2
Total funding	11.0	11.7	12.3	1.6	0.5	37.1	37.6

Core income of CHF 25.8 has been allocated on a strategic basis taking into account alternative funding opportunities. Programme areas such as science and knowledge and policy receive a higher allocation of core income than other programme areas as there are fewer opportunities for raising

restricted funding for these areas, and a higher allocation is necessary to underpin IUCN's knowledge and policy work and to ensure its independence.

Core income of CHF 1.3m has been allocated to support the operations of IUCN's 6 Commissions. This is included in the Global programmes category

Membership dues are allocated to regional programmes to fund representation and membership support; to global programmes to support policy, science and knowledge components; and to programme, Union and corporate support to support Union engagement, programme support functions (corporate communications, planning, monitoring and evaluation, resource mobilisation) and corporate functions (management, oversight, finance, HR, information systems, general administration etc.), which are necessary for the efficient functioning of IUCN and for the establishment of a platform to support programme implementation.

Framework income is allocated to regional and global programmes in line with donor conditions.

Other unrestricted income is primarily allocated to corporate support where it is matched with associated costs, e.g. rental and service fee income from tenants of CHF 1.0m funds the cost of services provided to tenants.

Other external income and management fees are programme and unit specific. Management fees are derived from the projects managed by each programme and external income relates to specific services provided by programmes and units.

The restructuring costs related to the IUCN Secretariat change management process process are budgeted to be funded from reserves as is the operational deficit of CHF 0.4m.

Project income and expenditure

Table 12 shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 119.5m compared to a forecast level of CHF 89.2m in 2016. The budgeted level is significantly higher than that foreseen at the time of preparation of the 2017-20 Financial Plan.

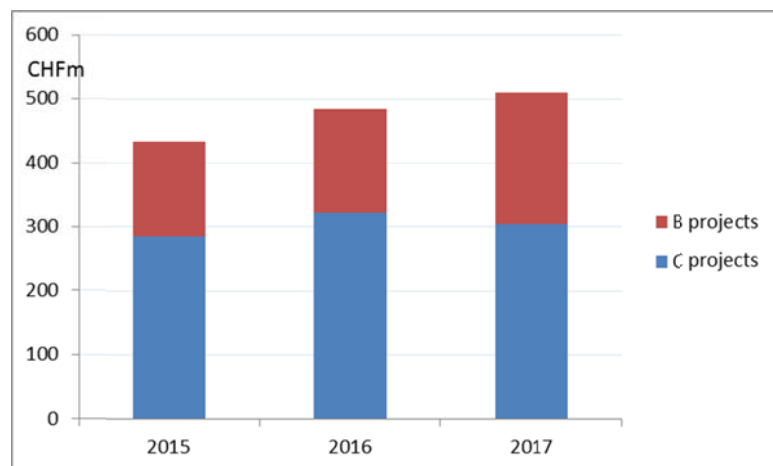
Table 12: Project income and expenditure

	2015	2016	2017	2017
CHF m	Actual	Forecast	Budget	Plan
Project income	96.1	89.3	119.5	104
IUCN activities	47.3	42.3	48.0	42
Implementing partner activities	7.1	10.9	31.2	27
IUCN staff time	28.3	30.1	32.9	29
Management fees	5.3	5.9	7.4	6
Total project expenditure	88.0	89.2	119.5	104
Excess of income over expenditure	8.1	0.1	0.0	0.0

The budget reflects a growing project portfolio as shown in figure 5. The total value of projects under implementation (C-projects) at the time of budget submissions was CHF 303m, and the value

of those at the proposal stage (B-projects) CHF 208m. B list projects are contracts under negotiation that are expected to be signed during the course of 2017.

Figure 5: IUCN project portfolio



Growth is particularly strong in grant making programmes and projects funded by the EU, KfW, GEF and GCF. The project income derived from the GEF and the GCF generates income to be delivered through IUCN's implementation agency designation. This is demonstrated in the split between expenditure incurred directly by IUCN and that incurred through implementing partners (Table 12.). Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 10.9m in 2016 to a level of CHF 31.2m in 2017. The majority of this will be spent through IUCN members.

Cost recovery from projects

Cost recovery represents the value of IUCN staff time and management fees charged to projects

Table 13 shows the 2017 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2016.

Table 13: Project expenditure and cost recovery

	2017 Budget				2016 Budget			
	C projects	B projects	Total	%	C projects	B projects	Total	%
Project activity costs	57.5	21.7	79.2	66%	46.2	15.7	61.9	64%
Staff time	24.9	8.0	32.9	28%	21.0	7.0	28.0	29%
Management fees	5.5	1.9	7.4	6%	4.7	1.6	6.3	7%
Total project expenditure	87.9	31.6	119.5	100%	71.9	24.3	96.2	100%
	74%	26%	100%		75%	25%	100%	

Staff time

IUCN's unique set-up requires that IUCN staffs many of the projects that IUCN is implementing. This, therefore, means that for projects where IUCN is the executing agency, staff charges are a significant element of project costs. On this basis, the budget for 2017 projects fairly significant staff cost recovery (CHF 32.9m), representing 28% of total project expenditure.

The level of staff cost recovery differs from project to project, depending on its nature and whether IUCN has a direct role in project execution. Knowledge based projects tend to have a higher ratio of staff time than projects delivering results on the ground or those delivered through grant making or implementing agency mechanisms where project execution is performed by grant recipients and partner organisations.

Management fees

IUCN strives to be efficient, streamlined and competitive in ensuring minimal administrative overhead costs. Management fees from projects fund the administration and financial management costs directly related to project implementation and execution. The average level of management fees is around 6.5%. The rate differs depending on the type of project and donor rules. The rate is lower where the majority of expenditure is incurred by partner organisations or where donor rules require that overheads are charged as direct costs (to the extent possible) instead of as a % fee.

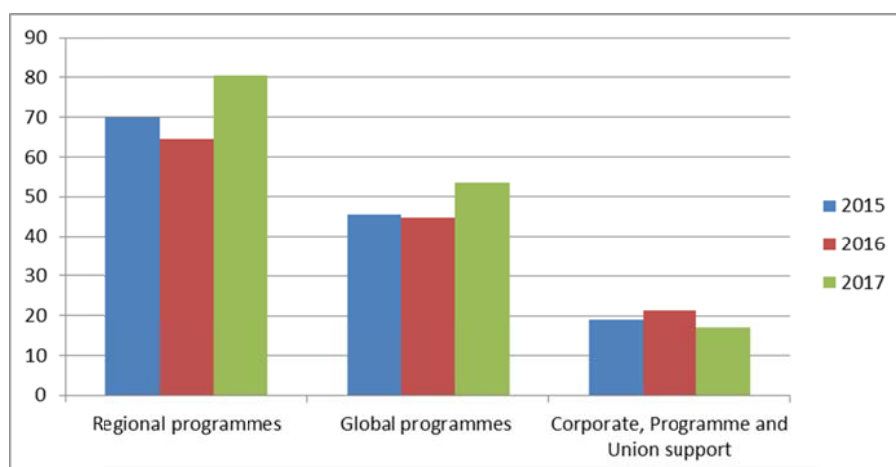
Cost recovery income carries two specific risks: 1) it is only earned as projects are implemented, and therefore if there are delays in project implementation the level of budgeted cost recovery will not be achieved; and 2) a portion of the amount budgeted will be derived from project agreements that are currently under negotiation. In the latter case there is a risk that the contract will not be signed or be significantly delayed.

When preparing their budgets, programme units assess the likelihood of projects under negotiation being signed and the expected level of expenditure in 2017 and discount the expected income to reflect the level of risk. Cost recovery budgeted to be earned from projects under negotiation (B - projects) is CHF 9.9m compared to CHF 8.6m in 2016. In view of the fact that the 2017 budget was prepared 2 months later than in the normal budgeting cycle the level of unsecured cost recovery is high and will require close monitoring (see Risks, page 32).

Total budgeted expenditure

Figure 6 shows a breakdown of total budgeted expenditure (core plus project) by IUCN organisational components.

Figure 6: Breakdown of total expenditure budget by organisational component for the years 2015-17, CHF m



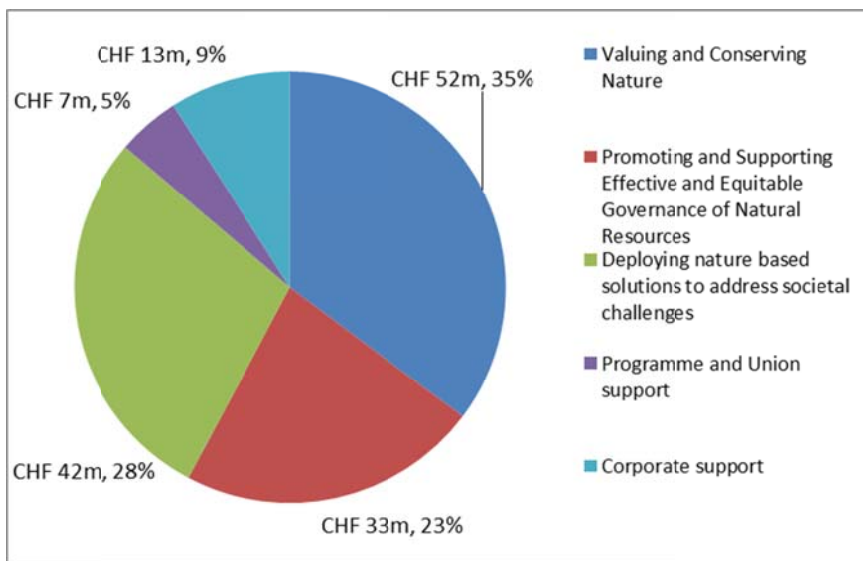
Total expenditure, inclusive of exceptional costs and transfers to designated reserves is budgeted at CHF 149m (2016 budget: 121m). The level of expenditure for both regional and global programmes

is projected to increase in line with the growth in the project portfolio, whereas expenditure on corporate, programme and Union support is projected to decrease. This demonstrates greater leverage of the IUCN platform and economies of scale.

Global programmes include significant amounts of expenditure to be incurred at the regional level – this is included under Regional programmes.

Total budgeted expenditure can also be analysed between the 3 programme areas of the 2017-20 Programme and between programme and Union support and corporate support as shown in Figure 7 below.

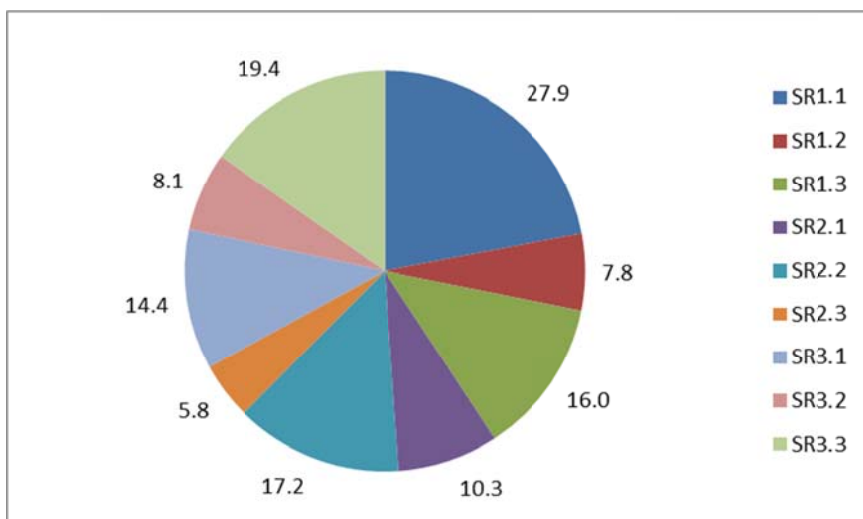
Figure 7: Total expenditure before exceptional costs (CHF 147m) by programme area and support functions



Valuing and Conserving Nature represents the largest area of expenditure (CHF 52m), followed by Deploying Nature-based Solutions (CHF 42m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 33m).

The Programme components can be further broken down in to expenditure by sub-result:

Figure 8: Total programme expenditure (CHF 127m) by Programme sub-result

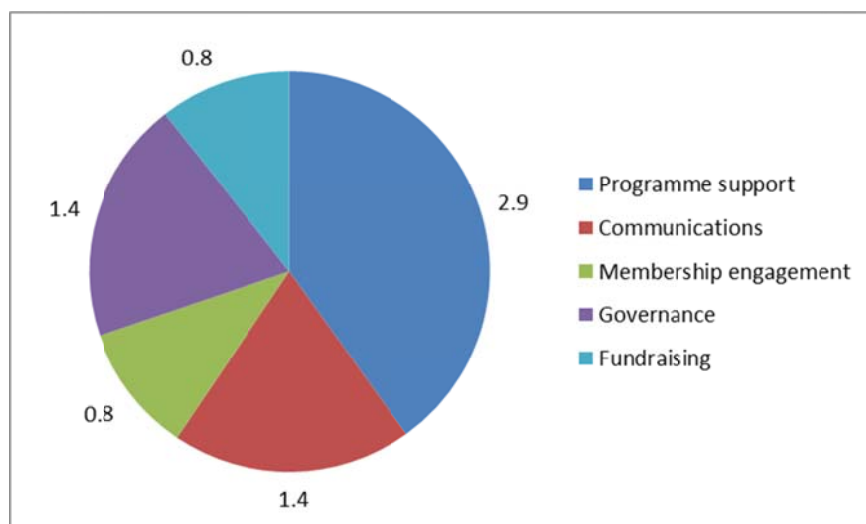


Key:

SR1.1	Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated
SR1.2	Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity is accelerated
SR1.3	Key drivers of biodiversity loss are addressed through application of conservation measures
SR2.1	Credible and trusted knowledge from IUCN for assessing and improving natural resources governance at all levels is available
SR2.2	Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles
SR2.3	Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened
SR3.1	Credible and trusted knowledge on how nature based solutions can directly contribute to addressing major societal challenges is available and used by decision-makers at all levels.
SR3.2	Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature based solutions are tested and adopted by decision-makers at all levels.
SR3.3	Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.

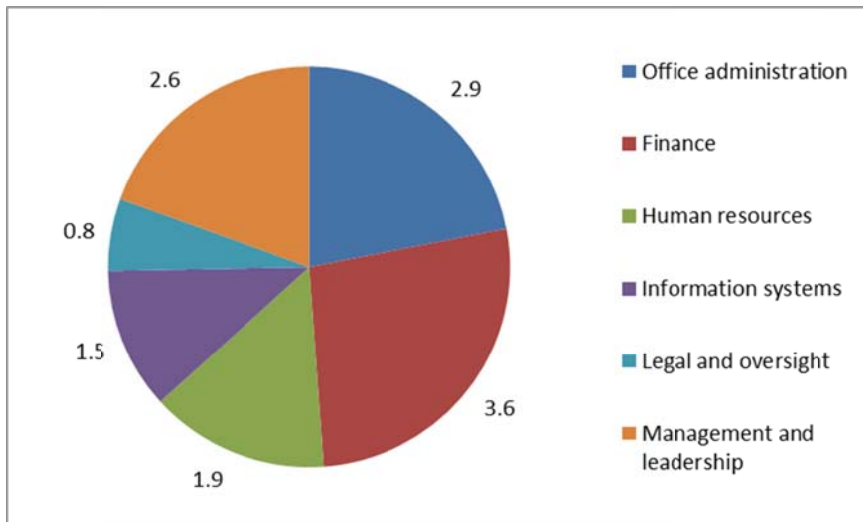
Programme and Union Support is broken down as follows:

Figure 9: Programme and Union Support (CHF 7.3m) by function



And Corporate support as follows:

Figure 10: Corporate Support (CHF 13.3m) by function



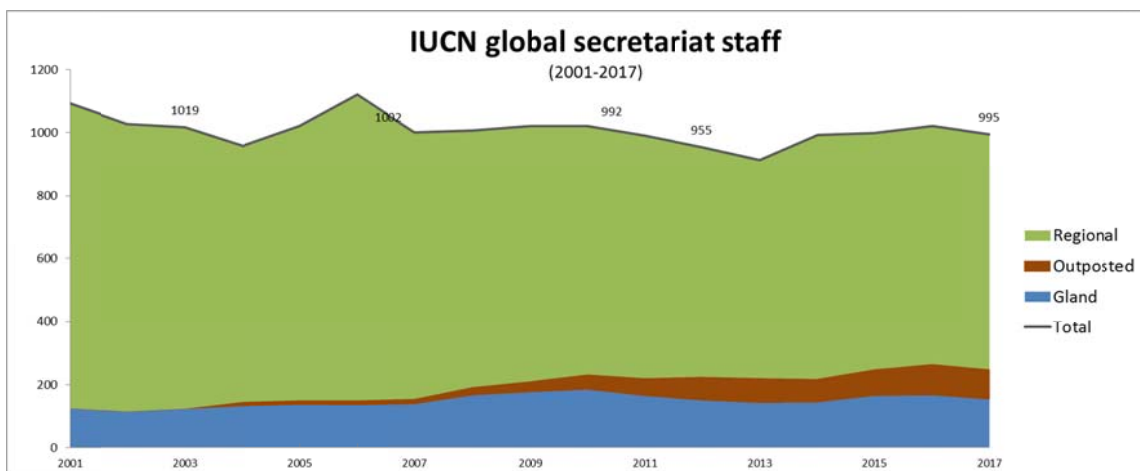
CHF 1m of corporate costs are recovered from HQ tenants.

The total cost of programme and Union support (CHF 7.3m) and corporate support (CHF 13.3m) is the cost of these functions across the global Secretariat, including regional and country offices. The total for corporate support excludes the costs of corporate services charged to programmes through IUCN’s cost allocation mechanism. The budgeted cost of these services (CHF 5.5m) is included in each of the three programme areas.

Staffing and staff costs

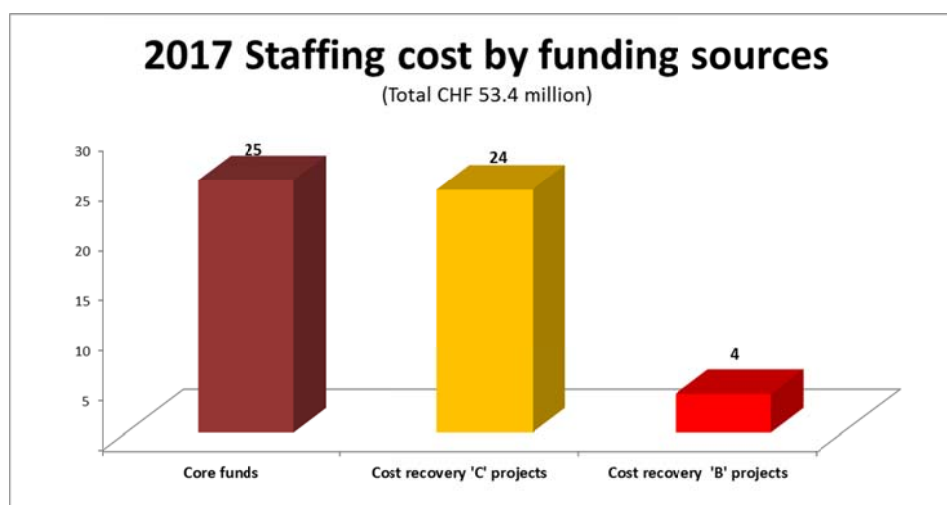
Figure 11 shows the evolution of staff numbers from the year 2001 to the present date. A small decline in total staff numbers from 1022 to 995 is foreseen in 2017. Staff in Gland are projected to decrease from 166 to 153. As mentioned elsewhere, some of these reductions will be based on retirements and non-renewal of fixed term contracts, while others will be redundancies.

Figure 11: Secretariat staff



The total budgeted 2017 staffing cost is CHF 53.4m (2016 Forecast: CHF 53.3m). Staff costs are budgeted to be funded as shown in Figure 12.

Figure 12: Funding of staff costs



CHF 4m is budgeted to be funded from “B” projects, i.e. projects currently under negotiation which are expected to be signed during 2017. In many cases staff have fixed term contracts linked to the duration of ongoing projects. Contracts are not extended or new staff taken on until new project agreements are signed. The level of budgeted staff costs funded by unsecured income is at a similar level to 2016 and earlier years.

Investments in Information Systems

The main investments envisaged in 2017 are:

1. Completion of the rollout of the **Global Wide Area Network (GWAN)** and standardisation of IT infrastructure in all major offices.

The objective of the GWAN is to put in place a network that allows offices to be able to connect in a more secure and reliable manner to global applications (ERP, CRM, Union Portal, HRMS, eMail) and to provide a platform for the use of web-based communications tools such as Lync and video-conferencing.

2. Continued development of the **Programme and Project Portal**.

The Portal went live in the 2nd half of 2016 and now contains base data for all IUCN projects. All project outputs are linked to the IUCN programme results frameworks as well as their contribution to the SDGs and Aichi targets. The Portal allows for the aggregation of results for global reporting and provides a mechanism to ensure alignment of the project portfolio with the IUCN Programme. Further development will occur in 2017 in the areas of work flow (project development, appraisal, approval and contract management) and monitoring and reporting.

3. Continuation of the rollout of the **administration portals of the ERP** (for travel and procurement).

The administration portals are currently operational in 50% of IUCN offices. Completion of the rollout will further increase process efficiency through workflow automation.

The costs of all of the above are included in the Global Information Systems Unit budget.

In addition to the above, as part of the IUCN Secretariat change management process, investment will be made in the implementation of a time management system, contacts management, and knowledge management. The annual investment cost of up to CHF 0.4m (CHF 1.2m over 3 years) will be limited to external costs (software and services) – no additional staff will be employed.

Capital expenditure

Wasaa Trust new building

IUCN owns the site of its East and Southern Africa Regional Office (ESARO). This consists of land of 11.5 hectares and office buildings.

The estate is owned and managed by the Wasaa Trust which is wholly controlled by IUCN. The ESARO office and various tenants pay rent to the Wasaa Trust for office space and services.

Following interest from conservation organizations in the Nairobi area to be located on the Wasaa estate IUCN undertook a feasibility study on constructing an additional office building. In parallel with this a competitive proposal process was run to select a design.

Consequently, the Trust is planning to construct a building with the following parameters:

- Total area: 700 square meters on 2 or 3 floors
- Total office space: 415 square meters
- Estimated cost: CHF 600,000 (KES 63,576,000)
- Estimated construction time: 10 to 12 months
- Estimated useful life: 50 years
- Estimated annual rental income: CHF 40,500 (KES 4,288,000) (based on 80% occupancy and KES 100 per sqft)

The market rent for office space in the surrounding area is between KES 100 – 140 per sqft. The estimated annual rental income is therefore a low estimation. 100% occupancy at 140/sqft would result in annual rental income of CHF 70,825 (KES 7,505,000).

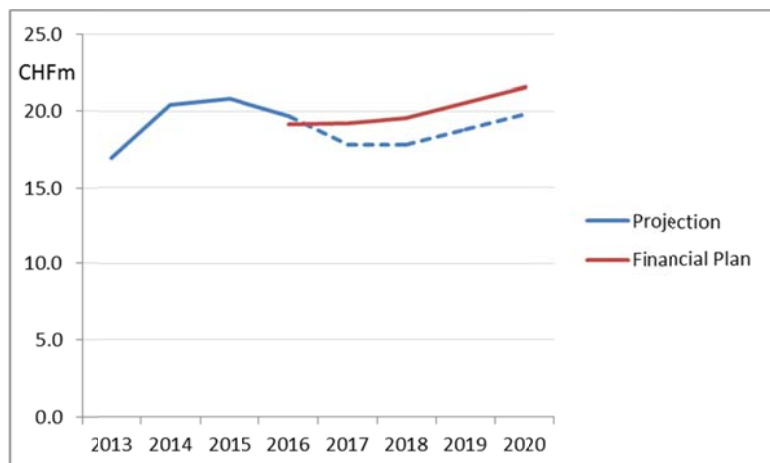
The building would be financed from reserves held by the Wasaa Trust. The investment has been assessed in accordance with standard investment criteria and it would yield a positive return. It would also help in ensuring the long term sustainability of the Wasaa Estate and provide an opportunity for the development of a vibrant conservation campus.

Note: The Wasaa annual budget is not included in the budget presented to Council but the annual results are included in the annual consolidated audited financial statements which are approved by Council.

Reserves

Figure 13 shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 17.8m by the end of 2017, stay stable in 2018 and progressively rise to CHF 19.8m by the end of 2020.

Figure 13: IUCN Reserves



The long term reserves target set by Council is CHF 25m.

Risks Inherent in the Work Plan and Budget 2017

The main risks for 2017 are:

1. Framework agreements

Of the total budgeted Framework income of CHF 11.4m, CHF 2.9 is currently secured by signed agreements. Although indications in support of the balance have been received from donors it remains a significant risk.

Mitigating action

This risk is being addressed through the IUCN Secretariat change process thorough increasing efficiency and by reducing costs, and by making IUCN more attractive to Framework donors through demonstrating delivery and impact against the SDGs as well as through the production of relevant economic work that demonstrates conservation/human development linkages.

Risk level: High

2. Delays in project implementation

Project expenditure is budgeted at CHF 119m (2016 budget: CHF 98m), considerably higher than in previous years and well above the forecast level of CHF 89m for 2016. This higher level of project expenditure may be justified as a result of an increase in grant making and implementing agency projects, however, it is a significant risk, particularly in relation to the management fees derived from projects (budgeted to increase from CHF 5.9m to CHF 7.4m) which fund core expenditure.

Delays in project implementation will result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It also results in a reduction in the amount of central service costs recovered from the project portfolio, meaning a higher portion has to be funded from core income.

The fact that 26% of budgeted expenditure is from contracts not yet signed represents a significant risk as signing delays may occur and the start-up phase of projects is often longer than initially foreseen.

Mitigating action

The rates of project implementation and cost recovery will be monitored on a monthly basis in order to identify areas of concern and action needed. Staff contracts will be aligned with the duration of project contracts to the extent possible.

Risk level: High

3. Non-payment of membership dues

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reason, e.g. Members experiencing financial difficulties, or Members reassessing the value of membership. The impact could be particularly high if State Members decide to withdraw.

Mitigating action

A provision of CHF 0.6m has been made in the 2017 budget for non-payment of membership dues. A Membership strategy will be developed during the course of 2017.

Risk level: Medium

4. Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the Swiss franc value of contributions will be lower than projected in the 2017 budget.

Mitigating action

The risk of foreign exchange losses is mitigated by a hedging strategy. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements. In addition, part of the core budget is spent in Euros and US dollars, thus creating a natural hedge.

Risk level: low

92th Meeting of IUCN Council – February 2017
Programme and Policy Committee of Council (PPC)
8 February 2017 Gland (room: Red List A)
AGENDA Item 5.1

Wednesday February 8th

5.1 Opening of the meeting

Interim PPC Chair Jan Olov Westerberg opened the meeting with welcome remarks and then addressed procedural matters and suggested a slight change in the order in which the agenda items will be taken up. PPC agreed to address item 5.1.3.4 *Implementation of the Hawai'i Commitments* before 5.1.3.3 *Follow-up to the 2016 Congress Resolutions in the general specific Resolutions requiring action from Council*.

5.1.1 Terms of Reference of the PPC

Two main issues were considered under this agenda item: (i) the Terms of Reference of the PPC (TORs) and (ii) Task Forces under the Committee.

On the first item, Councillors had before them the draft Terms of Reference (TORs) contained in document C/92/4/1. These were largely based in the TORs of previous quadrennials with the necessary adjustments to reflect the tasks of this current Committee based on lessons learnt.

Discussions revolved around the PPC providing advice to Council on private sector engagement (item 9 of TORs) and the pertinence and desirability of considering other issues, in particular engagement with indigenous organizations as they constitute a new membership category. Due to possible overlap with the work of the Governance and Constituency Committee (GCC), the Chair proposed to defer this issue until the next meeting to have time to consult with Chairs of other Council Committees.

It was decided to explicitly include in the TORs that the PPC provides advice to Council on the Commissions' work plans, as this is currently in the Council Handbook but was not reflected in this document.

Draft Council Decision

The IUCN Council, on the recommendation of the Programme and Policy Committee, **Adopts** the Terms of Reference of the Programme and Policy Committee with the following amendment:

6. *Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;*

On Task Forces, it was recalled that the previous Committee recommended the continuation of the Private Sector Task Force. Furthermore, there was consensus that the Gender Task Force and Resolutions Task Force are no longer needed and that a Climate Change Task Force (with different TORs) is still relevant and its continuation desirable.

There was a proposal to create additional Task Forces on two emerging and cross-cutting issues, namely: i) **food systems**, and ii) the urban dimensions of conservation. It was agreed to consider the creation of Task Forces in light of the implementation of the 2016 Resolutions (Agenda item 5.1.3.4).

Before moving to the next item, the Committee was informed by John Robinson, Vice-President of the Council, that the Nominations Committee was recommending that interim PPC Chair and Vice-Chair be formally elected as Chair and Deputy Chair. PPC agreed to this recommendation and officially elected Jan Olov Westerberg as Chair of PPC and Amran Hamzah as Deputy Chair.

5.1.2 Draft 2017 IUCN Plan and Budget

After a brief presentation by Alex Moiseev from the Secretariat, PPC considered the draft 2017 IUCN Work Plan. In discussions, PPC members acknowledged the progress made to date, including on showing delivery against the Sustainable Development Goals and the Aichi Targets. PPC noted that some areas could be strengthened, through a stronger core narrative and more sharpness and detail, and also by including some missing references especially on the biodiversity-health linkages (SDG 3) and the People in Nature (PiN) initiative.

Following discussions, PPC recommended that: Council approve the IUCN 2017 Workplan with some of these missing elements included

Draft Council decision

The IUCN Council, on recommendation of the Programme and Policy Committee, **Approves** the IUCN 2017 Workplan taking into account the suggested additions to be reflected in the revised Workplan document.

5.1.3 Specific Programme Policy and issues

5.1.3.1 Evaluation of the 2016 Motions Process and how it will impact the next one

When introducing this item, the Chair reminded PPC that this discussion is an on-going process. He referred to the suggestions received from Councillor Masahiko Horie on the motions process.

Maximilian Mueller on behalf of the Secretariat briefly presented an overview of the IUCN motions process in 2016 and the participation from Members in comparison with previous Congresses. He highlighted the process of follow-up based on various assessments carried out, including the surveys involving Secretariat staff, Reflections from the 2016 Congress Resolutions Committee and feedback. Based on these initial lessons learned, a draft timeline for Congress preparation and a possible onsite structure are being discussed. It was stressed that all options are being considered at the moment and that some changes might actually need changes to the Statutes.

PPC welcomed the update and expressed appreciation for the Secretariat's support throughout the motions process in 2016.

5.1.3.2 Update on the Member Pledges in the context of the implementation of the 2017-20 IUCN Programme (strengthening the One Programme Approach)

Jane Smart on behalf of the Secretariat presented an update on the Member Pledges, which were done at the 2016 Hawai'i Congress. As only a very limited amount of pledges had so far been received, the Secretariat suggested that this might not be the most appropriate/best vehicle for the objective of strengthening the One Programme Approach in implementing the 2017-2020 Programme.

The Secretariat then presented a short analysis on how Secretariat / Commissions and Members are currently working together on a number of topics.

In reconsidering the way of facilitating the One Programme Approach the Secretariat suggested to focus on the following elements:

- Look at existing / successful partnerships with legal structure (e.g.: Red List and KBA partnerships)
- Ensure coherence with a new Membership Strategy under development
- Assess the potential of Congress Resolutions to report on programme delivery

Some views and comments were made on why the pledges survey done at the 2016 had not received much traction and it was felt that the main reason had been lack of sufficient understanding of the purpose of the exercise.

The PPC took note of the good information provided by the Secretariat and encouraged the continuation of work aimed at strengthening Members' engagement in the delivery of the Programme. The Secretariat will be providing regular annual reports to Council on this topic.

5.1.3.4 Implementation of the Hawai'i Commitments

Mark Smith on behalf of the Secretariat provided an overview of how the Hawai'i Commitments are being activated through the IUCN Programme. He noted that many of the Commitments already had an anchor in the Secretariat programmes and in Commissions. For the Commitments which are of a cross-cutting nature, notably climate change and **food systems**, he highlighted the steps being taken to move them forward as strategic priorities as earlier outlined by the DG in her report to Council.

PPC members welcomed the update, pointed out some gaps in mapping (e.g. CEESP/WHP on spirituality, SSC in wildlife trafficking) and suggested that a task force mechanism could be used possibly to help flesh the cross-cutting themes further.

5.1.3.3 Follow-up to the 2016 Congress Resolutions in the general specific Resolutions requiring action from Council

Maximilian Mueller presented the general strategy for implementation after motions are adopted and become IUCN's Resolutions and Recommendations. He mentioned the designation of a Secretariat Focal Point, a Commission Focal Points and possibly continue with the nomination of Member representatives to act as focal points as now requested at the time of submission of motions. It is desirable that Members, Commissions and Secretariat report annually on activities contributing to implementation of Resolutions. These reports will assist PPC in providing systematic oversight and strategic guidance where needed.

The presentation then focused on the Resolutions that require specific action from Council and specified those that PPC needs to pay special attention to, including: Resolution 001 on retirement of obsolete Resolutions and Recommendations, 029 on the establishment of an urban alliance, 030 on ICCAs, 045 on primary forests, 052 on Astola Island as a Marine Protected Area, 056 on the Paris Climate Change Agreement, 075 on the role of indigenous cultures, and 086 on synthetic biology.

PPC made the following recommendations in respect of these Resolutions:

On Resolution 001 PPC recommends that the DG reports back to Council at its next meeting on progress made and presents a proposal on a step-wise process to follow-up to this Resolution.

On Resolution 018, PPC considered that it doesn't need a particular decision at this

moment.

Resolution 029 calls for the establishment of an IUCN Urban Alliance chaired by a Councillor. A proposal was made to establish a Task Force under PPC that will guide and link to the Urban Alliance recognizing that there are many facets of the urban work throughout IUCN. The Task Force will have more of a scoping role and should be limited in time.

PPC decided to establish a “core group” of this Task Force, chaired by Jonathan Hughes, with participation of Commission representatives and which will have as its first task the development of the TORs to scope how the IUCN Urban Alliance would look like and how it would be resourced, among other things.

Members of PPC who expressed interest in being part of this core group include: John Robinson; Sean Southey, Amran Hamzah and Carlos Durigan.

Resolution 045 calls for continuation of the Primary Forest Task Team under Resolution 5.060 which is on-going. PPC agreed that it will need to monitor how this moves forward.

Resolution 052 has no special requirement for PPC but the recommendation is that WCPA in particular follows this up.

Resolution 056 on the Paris Climate Change Agreement calls for the consideration of a governance mechanism to follow-up to the previous Climate Change Task Force of Council.

PPC agreed to establish a small core group of PPC members, chaired by Ana Tiraa, which would work on the TORs for a Task Force and would take into consideration the linkages not only to Resolution 056 but also to the Hawaii Commitments.

Other PPC members who expressed interest to be part of this core group include Angela Andrade and Kristen Walker. A suggestion was made that former Councillor Brendan Mackey be considered as member of this Task Force, but it was pointed out that this step will have to wait until the TORs are defined.

Resolution 075 provides an opening to pursue further work on indigenous peoples and local communities' issues especially given the current context (the Report of the UN Special Rapporteur on Human Rights has been released). The general view of PPC is that perhaps a proper task force is not needed but the suggestion is that CEESP (through its Chair) works with the Secretariat in preparing an update on indigenous peoples' and local communities' work within IUCN to be presented to PPC/Council in a future meeting. The Secretariat recalled that the Director General had already alluded earlier in the day to the large amount of work that is on-going on this issue.

Draft Council Decision

The IUCN Council, on the recommendation of the Programme and Policy Committee, **recommends** that the Chair of CEESP works with the Secretariat and other Commission members to assess what Council should do or could do in response to WCC-2016-Res- 075.

Resolution 086 calls for the development of a synthetic biology policy based on an initial assessment study. The Secretariat mentioned that the SSC is already working on putting in place the process for this assessment. There is no action needed from PPC/Council at this stage until the assessment is completed and presented to Council.

Recalling the discussions, the PPC Chair summarized the recommendations regarding establishment of Task Forces as follows:

- The Private Sector Task Force should continue, chaired by John Robinson; PPC members who wish to be part of it include: Jonny Hughes and Kristen Walker
- An IUCN Urban Alliance Task Force “core group”, chaired Jonny Hughes, is established and should make the relevant connections to the Urban Alliance established under

Resolution 029

- A Climate Change Task Force “core group” is established, chaired by Ana Tiraa.

PPC noted that the Resolutions Task Force and the Gender Task Force are not to be continued at this moment.

PPC also noted that it would be desirable to have an assessment on IUCN’s engagement on **food systems** to inform the possible establishment of a Task Force in the future. The Secretariat recommended waiting for the next Council meeting to get an update on this issue as this is being discussed at the moment.

Noting that discussions are being held at the moment, PPC decided not to put forward a recommendation for the establishment of a Task Force on **food systems**.

5.1.4 Input to the strategic objectives and priorities of Council 2017-2020

Noting that this discussion is still on-going in Council, PPC did not propose any recommendation on this issue.

However, in reference to the earlier discussion under **agenda item 5.1.2** concerning stronger reflection of the biodiversity-health dimensions (SDG 3) in the implementation of the IUCN Programme 2017-2020, a request was made to the Secretariat to conduct a stocktaking study on various pieces of work done by the Secretariat programmes and the Commissions on relationships between healthy ecosystems and human health. This study would then inform PPC at its next meeting to make a recommendation on how to strengthen the inclusion of health dimensions in the work of IUCN.

The meeting was adjourned at 18:40.

Report of the Finance and Audit Committee to the 92nd Council Meeting

1. Approval of the agenda

The FAC approved the agenda as presented.

2. Terms of Reference of the FAC

The FAC reviewed the draft ToR.

Members made the following points:

A Council member who had previously not been assigned to be a member of FAC introduced himself and said members from Western Europe had asked him to represent them in FAC. It is noted that the FAC now has 13 members and the PPC has one less member.

Based on the recommendations of the nominations committee, Rick Bates be recognised as a second Deputy Chair of the FAC. This is done with a view of complementing the NGO skills represented at the leadership of FAC with Government skills. This was accepted by FAC.

3. Financial forecast 2016

The CFO presented the forecast result for 2016. A deficit of CHF 0.8m was forecast. These are forecast figures and final results will be presented to FAC and Bureau after the financial statements are audited by the statutory external auditors.

The key items causing the deficit were a reduction in framework income of CHF 1.8m compared to budget, an increase in the level of provisions required for membership dues (CHF 0.6m) following the rescission of Members at the World Conservation Congress, an increase in the level of provisions for projects and other losses (CHF 0.6m) and a one off adjustment (CHF 0.4m) following the introduction of changes to the Swiss accounting law.

The additional costs were offset by a surplus from the Congress (CHF 1.3m). This was due to higher registration income than budgeted and various expenditure savings in the areas of travel, hotels and translation and tax benefits.

The CFO also presented the results of the investment portfolio, noting a return of 1.04% on the portfolio for 2016. This was in line with market conditions and the low risk nature of the portfolio.

Comments from members of the FAC:

A member asked if it was usual for Congress to have a surplus. The CFO noted the last three congresses have yielded surpluses as a result of prudent management and planning. Location might also be a factor for the 2016 Congress.

The Director General noted that members rescission is covered by the IUCN statutes and discussions on this issue are better handled by the GCC rather than FAC.

A member asked about the implication of underspending of project expenditure in relation to cost recovery, which is expected to be on target. It implies that the staff time has been utilized however the project delivery may not be achieved. The Secretariat noted that the low level of project activities compared to budget figures maybe a result of optimistic budgeting. The project portal will provide more analytical information in the future. This will be further evaluated and reported on once the results for the year are concluded.

In reference to the investment portfolio, the Treasurer indicated it is based on two key principles: capital preservation and liquidity. The portfolio target growth is set at 1% above the CHF LIBOR (London Interbank Offered Rate). The current CHF LIBOR is -0.75% so the return on investment of +1.04% for IUCN is comparatively very good. The current investment management policy has proved to be robust in the face of volatile market conditions and the portfolio is well managed. However, the Treasurer observes that FAC will in the next 2 years be asked to re-evaluate the management of the investment funds by way of inviting competitive bids from fund managers and either chose a new fund manager or retain the current manager.

The Treasurer reminded the committee that the previous Council set a target of 25 million for reserves. As the project portfolio grows, there is increased operational and financial risk and reserves are IUCN's insurance policy.

4. Resource mobilization update

The Director of the Strategic Partnerships Unit provided an update on resource mobilisation.

The Resource Mobilization is largely based on a strategy of:

- Design tailored strategy to meet big donor priorities (e.g. KfW, BMU and USAID);
- Enhanced and new engagement with foundations (e.g. MacArthur, Vulcan, MAVA and Arcus)
- Strengthening IUCN's "Implementing Platform" for entities such as EC, GEF, GCF, and World Bank
- Reduce transaction cost with bigger programmes (e.g. BIOPAMA).

There are risks inherent in relying on Framework funding for the period 2017-2020 including declining budgetary allocations for ODA, and other factors such as administration changes in the US and South Korea.

Patrons of Nature are key resources for IUCN not only by their annual subscription but also by being able to open doors for IUCN to access sources of funding.

The FAC and the Council at large is urged to assist the Secretariat in accessing funding from State members and other entities that the members are affiliated to.

Comments from members of the FAC:

The Chair acknowledges the difficulty to get unrestricted funds and Council will do its part to assist the Secretariat.

A member stated IUCN, while very good at reaching out to the scientific community, needs to improve on engaging members in project implementation which could potentially enhance

resources mobilization. The Secretariat noted IUCN continues to engage members as much as possible in both formulation and implementation of projects.

In response to a member, the Secretariat concurred IUCN should look at ways of approaching both central (federal) and local (state or city) governments to raise further resources, especially based on changes in funding priorities of some central governments.

In response to a member's question, the CFO indicated that GEF caps funding to organisations like IUCN at 20% of the overall portfolio. To grow the funding from GEF, IUCN will need to grow other sources of funding in the project portfolio.

5. Draft 2017 IUCN Work Plan and Budget

The CFO presented the 2017 budget. He noted that the total expenditure budget was CHF 149m comprising CHF119m of project expenditure and CHF 30m of core expenditure. A deficit of CHF 2m was budgeted, comprised of an operational deficit of CHF 0.4m, organisational change costs of CHF 1.0m, change management cost of CHF0.2m and systems investments of CHF 0.4m.

It was noted that the key risks for the budget are:

- Framework Agreements not being signed in time or at all
- Delays in Project implementation which could reduce the administrative fees IUCN is able to charge while increasing costs of retaining project paid staff
- Non-payment of membership dues

The budget on Project expenditure is forecasted at CHF 119m compared to CHF 96m budget in 2016. This is mainly based on a growing number of contracts for grant making mechanisms being signed or under negotiations including BIOPAMA phase 2, SOS phase 2 and KfW funded grant for Protected Areas in Southern Africa. Project Spending show an increased engagement with Implementing Partners, most of who are IUCN members.

Comments from members of the FAC:

A member suggested there should be a separate line for the Commissions, over and above the regional and global programme funding that are currently shown in the allocations of funds table.

A member asked about the risk for IUCN as an implementing agency. The CFO indicated that IUCN carries both reputational and financial risks through implementing partners, specifically delivery of project output and risk of funds being incorrectly spent. To mitigate this, due diligence tests are carried out before engaging entities as implementing partners

The Treasurer noted that there is little scope to change the budget. IUCN will have the same platform resources as in previous years to monitor a larger programme resulting in more strains on the organisation. The 2017 budget has more unknowns than in previous years (e.g. unsigned framework contracts).

A member expressed concern the reserves would be used to cover the exceptional costs. The budget deficit is due to diminishing revenue and the member's concern is that the focus should be to raise funds.

The Treasurer indicated the exceptional costs will have a positive return on the investment because it is a one-off expense. Reserves are by nature intended to cover such exceptional

costs. CHF1.6 million investment in exceptional costs is estimated to produce CHF 3.5 million savings per year. If measures are not taken now, in four years' time, the reserves will be depleted.

The Director General noted that various corporate functions have grown organically and focussed realignment is necessary.

A member asked how the capital expenditure in Nairobi could be replicated in other locations. The CFO responded it was not IUCN's policy to invest in capital investments. The property in Nairobi was a bequest to and is owned by a Trust, WASAA Trust, fully controlled by IUCN.

The FAC agreed to recommend that the Council approves the 2017 budget but noted that one member voiced a dissenting concern on exceptional cost item of 1.6 M CHF that will be drawn from the reserve He requested this item to be further investigated by an independent entity before approval of such item.

The Finance and Audit Committee recommends that Council APPROVES the 2017 Budget.

Draft Council decision

Council, on the recommendation of the Programme and Policy Committee and the Finance and Audit Committee, APPROVES the IUCN 2017 Workplan and Budget.

6. Commission financial rules

The CFO introduced the Commission Financial Rules. He noted that the first version of the Financial Rules had been approved by Council in April 2016 and that this covered the used of the Commission Operating Funds and funds received by the Secretariat for Commission activities.

The rules had now been revised to include three new sections:

- 1) Income and expenditure received / incurred by other entities on behalf of IUCN Commissions
- 2) In-kind contributions from other organisations to Commission activities
- 3) Financial reporting requirements

Comments from members of the FAC:

Members noted with varying iterations of the document, positive strides have been made towards finalising the Commission Rules. There are a few items remaining to be agreed upon.

The FAC decided, based on a request by present commission chairs, to defer this item until such a time as it is agreed between commissions and the secretariat and approved remotely by FAC, but not later than 31 March 2017.

The Finance and Audit Committee requests that the Secretariat works with the Commission Chairs to finalise the Financial Rules by 31 March, including review by FAC and approval by Bureau.

7. Update from the Head of Oversight

The Head of Oversight presented her report covering audits undertaken and key findings, advisory services provided, the risk register and risk control and investigation activities.

Comments from members of the FAC:

The FAC noted the report and were satisfied with the actions being taken by the Secretariat.

8. Update from the Legal Adviser

The Legal Advisor presented her report covering her role and significant legal cases.

Comments from members of the FAC:

The FAC noted the report and were satisfied with the actions being taken by the Secretariat.

9. Input to the strategic objectives and priorities of Council 2017-20

The FAC asked the members to provide suggestions on the strategic objectives and priorities of Council and received the following for plenary discussion:

1. Facilitating access to potential donors
2. Providing support and guidance to Secretariat in order to ensure that:
 - Project reporting tools are effective
 - Working on securing restricted framework monies through bilateral development budgets (and ensuring that programs and projects are linked to development budgets)
3. Continue to improve our governance processes
4. To ensure that drawing on the reserve to cover costs is the ultimate last choice and to build a clear strategy on how to rebuild the drawn reserve.

The Finance and Audit Committee recommends the following strategic objectives and priorities for consideration by council:

10. Any other business

There being no other business the meeting closed at 19:00.

Report of the Governance and Constituency Committee to the 92nd Council Meeting
8 February 2017, 14:00-18:00, Main room, IUCN HQ, Gland

Members of the Governance and Constituency Committee: **Chair:** Jennifer Mohamed Katerere, **Deputy Chair:** Jenny Gruenberger Pérez, **Members:** Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Masahiko Horie, Michael Hosek, Sixto J. Incháustegui (absent), Ali Kaka, Tamar Pataridze, Líder Sucre (absent), Youngbae Suh.

Secretariat Focal Point: Enrique Lahmann, Global Director Union Development Group, Luc De Wever, Senior Governance Manager, Fleurange Gilmour, Membership Coordinator, Sarah Over, Communications Manager, Union Development Group.

<p>Approval of Terms of Reference of the GCC (REP)</p> <p>Committee Members wished to ensure that the One Programme Charter was specifically mentioned in the TORs. There was also discussion on the GCCs oversight role regarding HR policies of the Union.</p> <p>Wording was proposed for both matters. However, notwithstanding broad agreement on this within the GCC on these, it was decided to bring this decision to plenary to avoid overlaps with the other Committees.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>DRAFT COUNCIL DECISION (TO BE REPORTED THROUGH VERBAL REPORT) The IUCN Council, <i>On the recommendation of the Governance and Constituency Committee,</i> <u>Adopts</u> the Terms of Reference of the Governance and Constituency Committee as amended.</p> </div>	
<p>GOVERNANCE ISSUES:</p> <p>Update on the evaluation of the 2016 World Conservation Congress (WCC) and discussion of how it might impact the next one (INF)</p> <p>Enrique Lahmann and Pamela Grasmann presented some statistics and feedback from the World Conservation Congress 2016 with a quick focus on gender balance and sponsored delegates' programme, two items that had been considered by the previous Council. There was also a quick summary of the lessons learnt and recommendations coming out and a general outline for the 2020 Congress.</p> <p><i>Background information: The 2016 IUCN Congress Participant Survey Report, dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also Reflections from the 2016 WCC Resolutions Committee received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017. These documents will inform Council at future meetings when considering Congress related matters. The detailed results of the Congress gender mainstreaming strategy are published on the Congress website.</i></p> <p>GCC expressed its appreciation for the work undertaken by the Secretariat in the organisation of event and took note of the selection process timeline for the 2020 Congress.</p> <p>GCC will ensure that the Congress is a regular item on its Agenda to help ensure a successful Congress in 2020 that addresses recommendations of the survey and other member concerns.</p>	
<p>Follow-up to 2016 Congress Resolutions requiring specific action from Council:</p> <p>Out of the 96 Resolutions approved in Hawai'i, 12 require action from Council. Out of these 12, two require follow-up by GCC. These are the following:</p>	<p align="right">C/92/5.1.3.3</p>

<p>WCC-2016-Res-003: mandates the Council to establish a working group composed of Councillors and Members on the role and membership of local and regional governments in IUCN (REP)</p> <p>GCC discussed the process for the establishment of the working group.</p> <p>The GCC requests expressions of interest from Councillors in order to establish a pre-working group. This group will make an assessment of gaps and needs and will identify IUCN Members who should be invited and also secretariat staff with experience and commission members as they see fit. The group will establish TORs. GCC guidance is that we need to work on the definitions and begin a process of developing consensus around a workable definitions of local and regional governments for the Union.</p> <p>Hilde Eggermont has expressed an interest but not as Chair.</p> <p>WCC-2016-Res-002: recognizes the Global Group for National and Regional Committee Development (INF)</p> <p>Enrique Lahmann provided some background information regarding to the Global Group for National and Regional Committees.</p> <p>GCC took note of a report from the first meeting of the Global Group for National Committees, held on 18 January 2017, from Chris Mahon, Board member of the United Kingdom National Committee. (Report attached as an Annex)</p> <p>GCC recommends to Council to adopt the decision as amended.</p> <p>Jenny Gruenberger was appointed as the Council member to participate in the Global Group.</p> <div style="border: 1px solid black; background-color: #e0f2f1; padding: 5px; margin-top: 10px;"> <p>DRAFT COUNCIL DECISION (INF)</p> <p>The IUCN Council,</p> <ul style="list-style-type: none"> • Notes the results of the inaugural meeting of the Global Group for National and Regional Committee Development established pursuant to WCC-2016-Res-002; • Recognizes the Global Group, with the inclusion of a Council member, as the body responsible for the implementation of WCC-2016-Res-002 and takes note of the estimated budget; • Looks forward to receiving annual updates on the progress in the implementation of WCC-2016-Res-002; • Council offers its support all IUCN Members and Committees involved, as well as the Secretariat, for their continued engagement and support for the development of National and Regional Committees. </div>	<p>(and C/92/5.3.2.2) Resolutions requiring action by Council</p> <p>C/92/5.3.2.2/2 Report from the first meeting of the Global Group for National Committee Development</p>
<p>Adoption in 2nd reading of amendments to the Regulations regarding IUCN membership for indigenous peoples' organisations (INF)</p> <p>A new membership category, Indigenous peoples' organisation, was created, following approval by Members in Hawai'i, of Resolution 004 (Including indigenous peoples' organisations in the structure of the Union).</p> <p>Even though changes to the IUCN Statutes and Rules of Procedures were approved in Hawai'i and are already in place, there are changes to be made to the Regulations which were approved in first reading by Council in April 2016 (decision C/88/12).</p> <p>As per the IUCN Statutes, any proposed amendment to the Regulations shall be adopted by a two-thirds majority of the vote cast at each of two successive periodic meetings of the Council (Article 101(c) of the Statutes). After the first meeting of Council in which the amendment(s) is (are) approved, changes are communicated to Members which can submit comments or objections. To date, no comments or objections have been received except a letter from the Sustainable Forestry Initiative supporting these changes and the creation of the new membership category.</p> <p>GCC considered these changes to the Regulations regarding IUCN membership for indigenous peoples' organisations and recommends to Council do adopt the changes in second reading.</p>	<p>C/92/5.3.2.3 Amendments to the Regulations</p>

<p>DRAFT COUNCIL DECISION (INF) The IUCN Council, On the recommendation of the Governance and Constituency Committee, Adopts in 2nd reading the amendments to the Regulations consequential to the adoption by the 2016 World Congress of the amendments to the Statutes enabling IUCN membership of indigenous peoples' organizations (IPO).</p>	
<p>Revision of the Council Handbook required by Council decision C/88/7 (INF) (Council Agenda Item 12)</p> <p>In April 2016, the Council approved “Enhanced practices and reforms of IUCN's governance” (Council decision C/88/7) and requested that the Council Handbook be updated accordingly.</p> <p>The Secretary to Council is using this opportunity to prepare a complete revision of the Council Handbook (2003) to reflect decisions taken and practice adhered to by Council in the last two terms. The Secretary to Council drew the GCC's attention to a limited number of issues on which additional guidance or direction from Council is required before the Handbook can be completed.</p> <p>These are 3 tools that were included in the previous handbook.</p> <ol style="list-style-type: none"> 1. A Performance tool. 2 pages requiring Councillor signature as a demonstration of commitment (it repeats a lot of information contained elsewhere in the code of conduct). 2. Councillor activity report. Format for requiring Councillors to submit a written report at every meeting of the Council. Global, regional and national level of activities. Created in 2003 to engage Councillors more in IUCN. 3. Self assessment for IUCN councillors. This has been used. Satisfaction about Council meetings. <p>Should these be kept, discarded or amended?</p> <p>The GCC will review these issues and make recommendations including, as the case may be, that a subset of the Council be requested to prepare recommendations for approval of the Council or the Bureau.</p> <p>The proposal of the Secretary to Council is to recommend Council to request the Bureau to approve the Handbook once the GCC and Vice-Presidents have made their recommendations on the questions for guidance presented in the Council document.</p> <p>The Chair proposed to set up a sub-group to work with the secretariat (Luc De Wever) to deal with this.</p> <p>Tamar Pataridze volunteered and offered to take the lead on this matter. Mamadou Diallo and Ali Kaka also volunteered.</p> <p>The sub-group will report back to the full GCC within two months (by 8 April 2017). The sub-group will formulate an updated assessment tool to present to the rest of GCC.</p>	<p>C/92/5.3.2.4 Revision of the Council Handbook</p>
<p>Council input to the Management Response to the External Review 2015 (on aspects related to IUCN governance) (INF)</p> <p>As required by Council decision C/88/7, the Council will receive the Management Response to the External Review 2015 in order for Council to add its comments on recommendations that might address IUCN governance aspects, while the Management Response shall be shared between Council and the Director General when it comes to the review of the Commissions.</p> <p>Luc De Wever explained that following an External Review, many recommendations were made about the Union. Draft management response has been presented to Council. DG summarised what she will do. See Narrative. Two Governance aspects were raised but responses have already been drafted by Commission Chairs.</p> <p>Point 5a – Commissions – the chairs have drafted the response to these comments. Could consider that they have responded on GCCs behalf.</p>	<p>C/92/5.3.2.5 Management Response to the External Review 2015</p>

<p>Point 5b – national and regional committees, membership strategy. For both, this will be part of the membership strategy.</p> <p>The GCC agrees, that the draft responses already provided are satisfactory and do not wish to comment further on the report.</p>	
<p>CONSTITUENCY ISSUES:</p> <p>Decision on membership applications, including applications deferred from the previous Council (Council decision C/90/3) (REP)</p> <p>There are 31 new membership applications to be considered, including 3 that received objections in 2016 and were deferred by the previous Council (International Fund for Animal Welfare (IFAW)-USA, Tajjijn (AITA Foundation)-China and Window to Environment Association, Lebanon.</p> <p><u>REQUIRED ACTION BY GCC:</u> The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to Council on:</p> <p>a. 28 new membership applications, which have received no objections from IUCN Members and fulfill the requirements of the IUCN Statutes and Regulations;</p> <div data-bbox="118 831 1197 1003" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p>DRAFT COUNCIL DECISION (REP) The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Approves</u> the admission of 28 organisations and/or institutions applying for membership.</p> </div> <p>tions, which each received two objections in July 2016.</p> <div data-bbox="118 1111 1197 1346" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p>DRAFT COUNCIL DECISION (REP) The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Defers</u> the admission of Tajjijn (AITA Foundation) and Window to Environment Association, to its next meeting.</p> </div> <p>the International Fund for Animal Welfare (IFAW)</p> <p>GCC did not reach an agreement on the re-application to membership by the International Fund for Animal Welfare and requests Council to discuss and decide on this application.</p> <div data-bbox="118 1485 1197 2063" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p>DRAFT COUNCIL DECISION (REP) The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Approves</u> the admission of the International Fund for Animal Welfare (IFAW) as a Member; and <u>Submits</u> the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote, through an electronic vote to take place in 2017.] [Defers the admission of the International Fund for Animal Welfare to its next meeting] [Rejects the admission of the International Fund for Animal Welfare (IFAW)]</p> </div>	<p>C/92/5.3.3.1 Admission of IUCN Members</p> <p>b. 2 new membership applications</p> <p>c. 1 re-application for membership from</p>
<p>Membership in Category C – indigenous peoples’ organizations: membership dues and</p>	<p>C/92/5.3.3.2</p>

transfer between Membership Categories of current indigenous peoples' organization Members (INF)

[Membership in Category C](#)

Following the creation of a new Category C (Indigenous peoples' organisations) GCC was required to make a recommendation to Council regarding the transfer from Category B (NGO) to C (IPO) of the current IUCN Members which qualify for the Indigenous peoples' organisations membership category.

GCC was also required to make a recommendation regarding membership dues for that new category.

The Governance and Constituency Committee was invited to:

1. recommends to council that the existing IUCN Members to be moved from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous Peoples' Organisations (IPO).
2. Recommends to Council for that the 2017-2020 membership dues for Indigenous Peoples' Organisations (IPO) be approved.
3. Recommends to Council to review the 2021-2024 dues for IPOs in time for consideration by the 2020 Congress.

DRAFT COUNCIL DECISION (INF)

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Approves the list of existing IUCN Members to be moved from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous peoples' organisations (IPO).

Approves the 2017-2020 membership dues for Indigenous peoples' organisations.

Requests the Finance and Audit Committee and the Governance and Constituency Committee to review the 2021-2024 dues for Indigenous peoples' organisations in time for consideration by the 2020 Congress.

List of existing IUCN Members in Category B to be moved to Category C

Organisation name	Country
1) Agencia para el Desarrollo de la Mosquitia	Honduras
2) Asociación Ak'Tenamit	Guatemala
3) Centro para la Investigación y Planificación del Desarrollo Maya SOTZ'IL	Guatemala
4) Coordinadora de Organizaciones Indígenas de la Cuenca Amazónica	Ecuador
5) Edith Kanakaole Foundation	United States of America
6) Ejecutor del Contrato de Administración de la Reserva Comunal Amaraeri	Peru
7) Fundación para la Promoción del Conocimiento Indígena	Panama
8) Indigenous Peoples of Africa Coordinating Committee (International NGO Member)	South Africa
9) Inuit Issittormiut Siunnersuisoqatigiiffiat (International NGO Member)	Greenland
10) Inuit Tapiriit Kanatami	Canada
11) Kua'aina Ulu 'Auamo	United States of America
12) North Australian Indigenous Land and Sea Management Alliance Limited	Australia
13) Bolipara Nari Kalyan Somity	Bangladesh
14) Gram Unnayon Sangathon	Bangladesh
15) Fundación Laguna Lachuá	Guatemala

Appeals against [Council decision C/88/21](#) to admit the Born Free Foundation and reject the membership application of the Animal Legal Defense Fund (REP)

[C/92/5.3.3.3 Appeals against Council decisions regarding membership applications \(with Annex I to IV\)](#)

Council Members were informed in October 2016, that two appeals had been received from at least 10 IUCN Members eligible to vote:

- 1) against the Council decision to admit the Born Free Foundation as IUCN Member (appeal was initiated by the International Council for Game and Wildlife Conservation and supported by 13 other IUCN Members); and
- 2) against the Council decision to reject the membership application from the Animal Legal Defense Fund (appeal was initiated by ALDF and supported by 10 IUCN Members).

Note that on 8 February 2017, the Secretariat has received a request from ALDF to withdraw its appeal with the idea to reapply for membership in 2019. Therefore, GCC is no longer requested to discuss this case today.

[C/92/5.3.3.3 with Annex V to X](#)

According to Article 10 of the Statutes *“The World Conservation Congress shall have the right to reverse the Council’s decision by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined. All matters within the competence of the World Congress may be decided by mail ballot (Article 94).*

In October 2016, following the e-mail from the President on that matter, Council agreed to discuss this matter during its meeting in February.

The two options are:

- a. To refer the appeal to the 2020 Congress; or
- b. To submit the appeal to an electronic vote of the IUCN membership in conformity with Regulation 94.

In the case that option b) is recommended, provide its feedback to the Secretariat regarding the timeline for the e-vote.

DRAFT COUNCIL DECISION (REP)

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Submits the appeal to Council decision C/88/21 admitting the Born Free Foundation to an online consultation followed by an electronic vote of the IUCN membership in conformity with Article 94 of the Statutes and Regulation 94.

Timeline for the electronic Vote:

Step in Process	Proposed dates
<p>The appeal, together with the question on which to vote, are presented to IUCN Members</p> <p>The communication will include posting all information on the Union Portal including:</p> <ol style="list-style-type: none"> 1. The application for IUCN membership by Born Free Foundation (BFF) 2. The objections submitted by the IUCN Members before 8 September 2015 3. BFF reply to the objections 4. Additional questions asked by the Governance and Constituency Committee (GCC) 5. Reply by BFF to those additional questions 6. The Council decision and its rationale 7. The appeal against IUCN Council's decision to admit BFF as IUCN Members <p>The process will start with an online discussion on the Union Portal (similar to the online discussion of the motions prior to the 2016 Congress). After the online discussion, an electronic ballot will be conducted in accordance with Regulation 94.</p>	<p>1 March 2017</p>

<p>Opening of online discussion Opening of the online discussion for IUCN Members. The discussion will be monitored by the Legal Adviser who will make sure the discussion is transparent and respectful.</p>	<p>8 March 2017</p>	
<p>First notice to IUCN Members about electronic ballot (6 weeks after communication by DG and 8 weeks before the date of opening of the electronic ballot – Regulation 94)</p>	<p>12 April 2017</p>	
<p>Second notice to IUCN Members about electronic ballot (3 weeks after the first notice – Regulation 94)</p>	<p>3 May 2017</p>	
<p>Close of online discussion</p>	<p>24 May 2017</p>	
<p>Electronic vote</p>	<p>7 June 2017 – 21 June 2017</p>	
<p>Publication of results</p>	<p>by 5 July 2017</p>	

<p>Recognition of National and Regional Committees (INF)</p> <p>The United States of America National Committee has submitted its complete application which has been reviewed by the Secretariat. The application for Council's recognition was supported by 61 Members from USA (out of 117).</p> <p>REQUIRED ACTION: The Governance and Constituency Committee recommends to Council to officially recognise the United States of America National Committee which has submitted full application documents and fulfils the requirements of the IUCN Statutes and Regulations.</p> <div style="border: 1px solid black; background-color: #e0f2f1; padding: 5px;"> <p>DRAFT COUNCIL DECISION (INF) The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Approves</u> the recognition of the United States of America National Committee of IUCN Members.</p> </div>	<p>C/92/5.3.3.4 Recognition of National Committees</p>
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<p>Transfers between membership categories and Members changing their name (INF)</p> <p>The Secretariat has received a request from the Office National des Forêts (National Forest Office) in France and the Ayuntamiento de Málaga (Malaga's City Council) in Spain to change their membership category from Government Agency to Affiliate.</p> <p>According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category.</p> <p>In addition, some Member organisations have changed their legal name. It is the usual practice to inform GCC/Council of such changes.</p> <p>Enrique Lahmann will present this item in more details.</p> <p>REQUIRED ACTION:</p> <ol style="list-style-type: none"> 1. Make a recommendation to Council regarding the request from two current IUCN Member, Office National des Forêts (National Forest Office) in France and Ayuntamiento de Málaga (Malaga's City Council) in Spain to change their membership category from Government Agency to Affiliate; 2. Take note of the change of name of eight current Member organisations and inform the Council of these name changes. 	<p>C/92/5.3.3.5 Change of category and name of IUCN Members</p>
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DRAFT COUNCIL DECISION (INF)

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

1. Approves the request from two current IUCN Members, the Office National des Forêts (National Forest Office) in France and the Ayuntamiento de Málaga (Malaga's City Council) in Spain to change their membership category from Government Agency to Affiliate.
2. Takes notes of the change of name of eight current Member organisations.

Member ID	Country	Previous name	New name
ST/1062	Burkina Faso	Ministère de l'Environnement et des Ressources Halieutiques (Ministry of the Environment and Ministry of Water Resources)	Ministère de l'Environnement, de l'Economie verte et du Changement Climatique (Ministry of the Environment, Green Economy and Climate Change)
NG/924	Israel	Hai-Bar Society for the Establishment of Biblical National Wildlife Reserves	Israel Nature and Heritage Foundation
ST/41	Denmark	Ministry of Environment and Food	Ministry for Food and Environment, Agency for Water and Nature Management
NG/1158	Ecuador	Centro de Educación y Promoción Popular (Popular Education and Promotion Center)	Centro de Educación y Promoción Social y Profesional (Center for Education and, Social and Professional Improvement)
GA/25374	Sri Lanka	Ministry of Agriculture, Agrarian Development, Minor Irrigation, Industries and Environment (Western Province)	Ministry of Agriculture, Land, Irrigation, Fisheries, Animal Product & Health, and Agrarian Development – (Western Province)
NG/203	USA	Zoological Society of San Diego	San Diego Zoo Global
NG/24933	The Netherlands	Alertis, Stichting voor Beer en Natuurbescherming (Alertis, Fund for Bear and Nature Conservation)	Bears in mind
NG/25554	USA	Cornell Plantations	Cornell Botanic Gardens

Update on the IUCN membership and on the preparation of a membership engagement strategy (INF)

Note that the membership engagement strategy is referred to in the [IUCN Programme 2017-20](#) (pp. 47).

Enrique Lahmann explained that he is meeting the Leadership Team to discuss some ideas in terms of what the content the membership strategy should be and the questions that need to be asked. What should the Secretariat do to engage with Members at different levels, closer interaction with the National and Regional Committees, the Private Sector.

He explained that he hoped the GCC would be very much involved.

The Chair suggested she start an e-mail discussion within the committee to identify some priorities and based on those, propose a form on how the GCC wishes to collaborate with the UDG on this.

At a later date, there will be an electronic meeting to decide on how to proceed.

Information on the status of the work plan of the GCC 2012-16 (INF)

The GCC will review the slides in order to have the information they need to support their discussion in Plenary on 9 February

Input to the strategic objectives and priorities of Council 2017-20. (INF)

GCC is requested to provide input for the Council discussion under Item 8 that will take place tomorrow. Priorities, objectives and elements of a Council work plan will be addressed. Has anyone a comment to make or something he/she would like to address?

The GCC has reviewed the slides in order to have the information they need to support their discussion in Plenary on 9 February.

The GCC recommends by consensus the following strategic objectives and priorities.

1. Work to strengthen the “one programme approach” by developing indicators and benchmarks in relation to the governance and constituency.
2. Membership strategy and related governance issues; this strategy is mentioned in all documents, but it’s not clear how it will be done. We need:
 - a. A process for Council and Member engagement to identify key issues early in the process.
 - b. GCC values a process for early, strategic engagement.
 - c. Key issue: How to engage the members to hear their voice better.
 - d. Agreement in Germany is commended. It is note that in Southern Africa several offices had a similar status (this was important for influence of regional policy and strong government membership) but was adversely affected by previous restructuring, and effective downgrading of offices to project offices
3. Strengthen Membership – consider:
 - a. Position paper on benefits of being a member including the linkage between members.
 - b. Strategic reflection on state members and diverse factors impacting on secure membership including status of regional work and regional and country offers
 - c. Strengthen diversity of membership given new proposed strategic direction, Membership engagement and strengthen capacity of members to engage in one programme approach.
 - d. Strengthen relationship between state members and NGO members.
4. WCC: Review and strengthening of WCC. Format of the congress in the context of the changes in the union Consensus building and voting on the congress - needs more deliberation.
5. The statutes need to be reviewed with members (around the membership and voting)
6. Oversight of restructuring process and impact of the union constituent parts, including members (and state members) and oversight of the human resources policy.
7. Proposed Task Force/ Working group.
 - a. Revision of Statutes
 - b. Youth engagement
 - c. National and Regional Committees
 - d. Revision of Handbook (as appropriate)
 - e. One Programme Charter and strengthening of Governance (Working Group)
8. Propose for Council to discuss at its next meeting whether Governance and constituency - two big topics – should have separate committees. Council to discuss the pro and cons on splitting governance and constituency

Remind Council that they have statutory option to include an additional member. Discuss this, taking into account gaps including diversity, youth engagement. This could come from outside the conservation sector.

Letters of Endorsement

The practice related to letters of endorsement that was endorsed by Council in 2013 needs to be amended to include IPOs:

*“With the purpose of protecting the interest of IUCN Members and preserving the integrity of the membership admission process, a **minimum of two letters of endorsement** shall be submitted together with the applications from any non-governmental organizations and indigenous peoples’*

organisations applying for IUCN Membership. Endorsers shall be any IUCN Member in good standing, recognized IUCN National or Regional Committees, IUCN Councillors or Honorary Members, providing that, in the case of these last two groups, any formal or informal relationships with the applicant are detailed and disclosed at the time of endorsement”.

DRAFT COUNCIL DECISION (INF)

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Endorses the revised practice, related to the letters of endorsement, which is part of the overall membership application review process.

The meeting was adjourned at 19.30.



Agenda Item 11

Additional appointments of members of the Steering Committees of the IUCN Commissions

Origin: Chairs of the IUCN Commissions

REQUIRED ACTION

The IUCN Council is invited to appoint additional members of the Steering Committees of the IUCN Commissions on the recommendation of the Chairs of the respective Commissions.

Note: for the appointments already made by Council on 10 September 2016, see [Council decision C/91/3](#).

1. World Commission on Protected Areas (WCPA)

Additional Nominees for WCPA Steering Committee submitted by Kathy MacKinnon, Chair of WCPA on 20 January 2017

The following 8 additional nominees (regional and thematic vice chairs with short bios) for the WCPA Steering Committee which are additional to the 14 Steering Committee members approved by the Council in September 2016 and together give WCPA strong geographical representation.

Mariasole Bianco (Italy) Young Professionals VC

Mariasole is an enthusiastic marine conservationist, environmental scientist and communicator. She completed her studies in 2013 with a Master's degree in Protected Area Management at James Cook University in Australia. She has been an active member of the World Commission on Protected Areas (WCPA) for the past four years, playing a significant leadership role at the World Parks Congress and as the Co-Vice Chair of the WCPA-Marine Young Professionals Task Force for the past year. In 2016 she took on the role of the Next Generations Journey at the IUCN World Conservation Congress in Hawai'i, significantly advancing the themes of empowerment and engagement of young people within the Union.

Mariasole is the Founder and President of Worldrise, an Italian non-profit organisation entirely run by young professionals. Worldrise was born from her passion for protecting the marine environment and empowering the next generations of conservation leaders. Mariasole's passion and enthusiasm for nature conservation attracts others around her to seek the same desire and act to protect our planet. In 2015 Mariasole was recognised by the American magazine *Origin* as one of the 100 "OCEAN HEROES" for her work for marine conservation.

Agus Budi Utomo (Indonesia) Regional VC Southeast Asia

Agus is the Executive Director of the NGO Burung Indonesia, the Birdlife partner in Indonesia. He is an active member of WCPA and has contributed to the work of several Specialist Groups and Task Forces. He holds a bachelor's degree on forest management from Bogor Agricultural University and master degree on natural resource studies from the University of Queensland. He received formal training on protected area management as part of his studies.

Agus has had a long-term career in conservation, working with several NGOs. As part of this work he has been involved in the establishment of a new national park in Sumatra as well as the management and monitoring of a number of other national parks in Indonesia. Since 2006, he has been a leading advocate for a new way to manage ex-logging concessions in tropical forests in Indonesia to restore ecosystem function and conserve biodiversity. This pioneering work on Ecosystem Restoration has resulted in new legislation in Indonesia and the establishment of a new type of forestry concession dedicated for forest rehabilitation and restoration rather than logging. As a result, Burung Indonesia's work at Hutan Harapan in Sumatra is now being replicated at other concession areas in Indonesia and elsewhere in Southeast Asia through the Forests of Hope programme. In recognition of this innovative work to promote forest conservation, Agus and two other colleagues were awarded the Kenton Miller Award in 2014 at the World Parks Congress. Agus' strong networks in Southeast Asia will be valuable for WCPA work in the region.

Karen Keenleyside (Canada) VC People and Nature

Karen Keenleyside has over 25 years' professional experience in environmental management and conservation, both in the private sector and with the Canadian government. She is an ecologist by training with an MSc in Zoology from the University of Toronto and is currently National Science Advisor with Parks Canada's Protected Areas Establishment and Conservation Directorate.

Karen joined Parks Canada in 2007 where she has been responsible for providing science-based guidance on ecological restoration and climate change. She led the development of a Canadian protected area framework for ecological restoration in 2008 and Canada's approach to climate change adaptation and protected areas from 2009 to 2013. As leader of the WCPA Restoration Task Force she led the development and publication of WCPA Best Practice Guidelines for Ecological Restoration for Protected Areas in 2012.

Since then, Karen has been bridging natural and social scientific disciplines to identify solutions in Canada and internationally for building constituencies of support for conservation and protected areas into the future. She led the Inspiring a New Generation Stream of the IUCN World Parks Congress in Sydney, 2014, and is now working full time in the leadership team for the #NatureForAll Initiative for Parks Canada in collaboration with WCPA, CEC and IUCN colleagues.

Dr Vinod B. Mathur (India) Regional VC for South Asia

Dr. Mathur is the Director of the Wildlife Institute of India (WII) and was also appointed Director, UNESCO C2C at WII in September, 2015. He joined the Indian Forest Service (IFS) and topped the 1983-85 IFS Professional Course at the Indira Gandhi National Forest Academy (IGNFA), Dehradun and also the XLV Foundational Course at Lal Bahadur Shastri National Academy of Administration (LBSNAA) in 1985. He obtained his doctorate degree in wildlife ecology from the University of Oxford, United Kingdom in 1991.

He is a long-term member of IUCN-WCPA (more than 20 years) and served since 2013 as the Regional Vice-Chair of IUCN-WCPA (South Asia). He has now spent over three decades in the Wildlife Institute of India (WII), actively contributing to its wide range of training, research and academic programmes in the field of wildlife and protected area management. He is the UN-CBD National Focal Point in India for Protected Areas Programme of Work (PoWPA) and has been actively involved in building capacity of PA professionals in India and elsewhere in Asia.

He has also been actively contributing on research-policy interface issues and is the Regional Vice-Chair (Asia-Pacific Region) of United Nations Intergovernmental Platform on Biodiversity and Ecosystem Services (UN-IPBES) Multidisciplinary Expert Panel (MEP). He is also currently the Chair of the UN-CBD Advisory Group for developing synergies between eight biodiversity-related conventions. He has strong national and international expertise on biodiversity policy and PA issues and good regional networks.

Sergey Shirokiy (Russia) Regional VC North Eurasia

Sergey is a gifted Young Professional in the service of the Russian PA network. He is currently Head of Tourism for the “Russian Arctic” National Park with extensive experience in the Russian Arctic and islands. He also has international experience through studies in Norway, including a Master’s degree in Tourism Studies from the University of Tromsø, and also participated in the United States Department of State “International Visitor Leadership Program on Environmental outreach and Ecotourism” in 2013. His experience on Arctic issues and tourism in fragile habitats and commitment to engagement of other YPs will strengthen the expertise on the SC. He has strong support from Natalia Danilina, a former WCPA RVC and leader of the Russian NGO Centre Zapovedniks which provides training for PA staff. More detailed CV also available.

Allan Valverde Blanco (Costa Rica) Regional VC Central America

Allan is a Director of Latin American School of Protected Areas and professor and tutor, leading several academic programs at the University for International Cooperation (UCI) in Costa Rica. He is a long-term member of WCPA, especially the Capacity Development Initiative and is also involved with several other WCPA Specialist Groups, including the Connectivity and Transboundary SGs. Allan holds a Bachelor degree in Protected Areas management, a Master’s degree in Project Management, a Master degree in Protected Areas Management and Ecoregional Development and he is currently pursuing a doctorate degree in Education. He has considerable international experience especially in Latin America and has been working in training processes and capacity building for protected area staff in Colombia, Costa Rica, Chile, Bolivia and Mexico.

Allan has received training and participated in workshops and seminars in Australia, Italy, Japan, Panama, Mexico, Costa Rica and Germany. Also, he has been awarded fellowships from the European Union, the Japanese International Cooperation Agency and the University for International Cooperation. His main areas of work include capacity building, Competencies-based education, sustainable development, project management, protected areas, biological corridors, community outreach and public use. His strong networks in Central Asia will support WCPA work in MesoAmerica. A more detailed CV is available in Spanish.

Dr John Waithaka (Kenya) Regional Vice-Chair East and South Africa

John Waithaka is a conservation biologist with 30 years’ experience working for protected area agencies and conservation NGOs in Africa and North America. He joined the IUCN SSC in 1992 as a member of the African Elephant Specialist Group and is a long-term

member of WCPA, a member of the Transboundary Conservation Specialist Group and of the Kenyan EAGL for the Green List.

John's career in protected areas began in 1985 when he started conducting wildlife research as a graduate student at the University of Nairobi and as a research fellow of the Wildlife Conservation Society. He taught ecology courses at Kenyatta then joined the Kenya Wildlife Service in 1995 as the coordinator of the National Elephant Conservation and Community Wildlife Programme. He was later promoted to the position of Deputy Director of the Kenya Wildlife Service. He subsequently proposed and managed an EU-funded programme for the establishment of a Biodiversity Conservation Programme to support biodiversity conservation inside and outside protected areas, enhance sustainable conservation-based enterprises and promote interventions for reducing human wildlife conflicts. This initiative is credited with the supporting the establishment of many community wildlife sanctuaries in areas adjacent to protected areas. John then joined the African Conservation Centre where he served as the Director for several years.

John has served as Deputy Director of the Kenya Wildlife Service, Director of the African Conservation Centre and has worked with Parks Canada since 2004 on both national and international programmes which allowed him to continue to support conservation in Kenya. He has served on the boards of several NGOs including the East African Wildlife Society, Kenya Forestry Working Group and the Wildlife Clubs of Kenya and George Wright Society (where he served as the Vice president in 2013). He has been involved in diverse conservation programmes and initiatives in areas such as access and benefit sharing, biodiversity research, climate change adaptation, ecological restoration, connectivity conservation, management effectiveness, ecological monitoring, endangered species recovery, human-wildlife conflict, capacity building and development of conservation and management policies. He has received several significant awards for his contribution and dedication to conservation.

Dr. Craig Groves (U.S.A.) Publications Editor

Craig Groves is the Executive Director for the Science for Nature and People Partnership (SNAPP; www.snapppartnership.net), a collaboration with the Wildlife Conservation Society (WCS), The Nature Conservancy, and the National Center for Ecological Synthesis (NCEAS) at the University of California Santa Barbara. SNAPP funds and facilitates multi-disciplinary working groups to address some of conservation's most challenging problems at the interface of nature conservation, human well-being, and economic development. One of the 28 working groups that SNAPP has funded to date is focused on incorporating ecosystem services into Key Biodiversity Areas and is being led by IUCN staff.

Craig is an experienced conservation planner with considerable national and international experience and has developed standard practices and guidelines on monitoring and evaluation of conservation projects. He has written several books on Conservation Planning and numerous popular and scientific articles on conservation planning, climate adaptation, protected areas, landscape approaches to conservation and on the ecology of at-risk species in the Rocky Mountains.

Craig serves as the Series Editor for IUCN's World Commission on Protected Areas (WCPA) Best Practice Guidelines and chairs the WCPA Publications Committee. From 2005 -2009, Craig he was a member of the Steering Committee of the IUCN Commission on Ecosystem Management.

2. Commission on Ecosystem Management (CEM)

Additional nomination for the Steering Committee of CEM submitted by Angela Andrade, Chair of CEM on 24 January 2017



Ms Birguy Lamizana-Diallo is a broad based development professional with more than 20 years working experience, including extensive knowledge in ecosystem and water resource management, Environmental Impact Assessment, community involvement and a capacity building skills as a Training of Trainers (ToT) for decision makers on Integrated Water Resource Management (IWRM). She possesses a strong record of accomplishments in developing actions plans in IWRM for West and Eastern Africa's countries and coordinating partnerships. Birguy holds an Engineer degree in Water resources management and a Doctorate in Freshwater Ecology in relation to environmental flows requirement.

Birguy has a long working experience with River basin organizations, NGOs and community involvement in managing National parks and Protected Areas In west and central Africa. Prior to joining UNOPs in 2009 and the UNEP in 2012, she served as the coordinator of the IUCN West Africa regional wetlands and water resources programme. Birguy has also worked with the Global Water Partnership (GWP) as the regional coordinator for Africa Water Development and with the African Development Bank (AfDB) as Technical Advisor for their Water Partnership Programme Trust fund.

Birguy is currently a Programme Officer in charge of wastewater management within the UNEP- Global Programme of Action for the protection of the marine environment from land-based Activities (GPA). She has also coordinated UNEP's Flagship project on the restoration of Lake Faguibine ecosystems in northern Mali, which attracted the interest of many development partners as well as substantial funding from donors. Birguy is also serving currently as Vice Chair for the IUCN Commission of Ecosystem Management (CEM), in charge for Africa, drylands and wetlands thematic groups.

On 8 February, the Chair of CEM submitted an additional nomination for the Regional Chair of CEM for East Asia, Prof. Dong ShiKui, Beijing Normal University, China (see CV attached hereafter)

3. Commission on Education and Communication (CEC)

Additional nominations for the Steering Committee of CEC submitted by Sean Southey, Chair of CEC on 1 February 2017

The Chair of CEC requests Council to note that he is in discussions/interviews for members from East Europe, North and Central Asia, and Latin America – in concert with regional Council member advice. These positions may not be finalized in time for presentation to Council on 9 February 2017. Viviana Mourra, appointed by Council in September 2016 has withdrawn from the CEC Steering Committee.

Dr. Balakrishna Pisupati, India (Regional Vice-Chair, South and East Asia)

Dr. Balakrishna currently is the Vice-Chancellor of TransDisciplinary University based in India. He has joined the newly established State University, the first of its kind in India, focusing on trans disciplinary work on areas including conservation, health, sustainable development, governance and law. Previously, he headed UNEP's work on biodiversity, multilateral environmental agreements and the SDGs based on Nairobi, Kenya. He oversees work related synergies and interlinkages among the environmental conventions and national implementation among other responsibilities at UNEP.



Mr. Pisupati has held several senior positions within the United Nations such as the Chief of Land Law, Biodiversity and Governance at UNEP, coordinator of Biodiplomacy Programme at the United Nations University. He was the youngest Secretary to the Government of India when he was appointed as the Chairman of National Biodiversity Authority, a statutory body of Government of India in 2011. He also served as the Head of Asia Regional Programme of the World Conservation Union (IUCN). He is a lead authority in the area of biodiversity and development with special focus on issues such as access and benefit sharing, biotrade and governance issues.

Tommy Garnet, Sierra Leone (Regional Vice-Chair, Africa)

Tommy Garnett is a dual citizen of Ireland and Sierra Leone, with background in Agricultural and Development Economics. Following completion of post graduate studies in the former USSR, he began his career in 1984, as a high school teacher in Kenya, where he taught Agriculture, Mathematics and Physical Education for 4 years. In 1992, Tommy founded the the Environmental Foundation for Africa, as a charity in the UK, to create awareness about the environmental impacts of the conflict and to empower the local people to protect the integrity of nature in West Africa. Since then, Tommy traveled extensively in the West and Central Africa region, studying and reporting on the nature and extent of the threats to the Guinean



Forest Ecosystem. Tommy has been a member of the IUCN Commission on Education and Communication since 1996. From 2006-2012 he served on the CEC Steering Committee as Regional Vice Chair for West and Central Africa. Tommy also served as member of the UN Panel of Experts from 2003-2007, monitoring economic sanctions on Liberia, with the specific task of assessing the socio-economic, ecological and humanitarian impacts of the sanctions, co-authoring several reports for the UN Security Council during this time. He is a contributing author of CEPA Toolkit for Africa, published by the CEC in 2007

From 2010, Tommy oversaw the design and construction of the Biodiversity and Renewable Energy Learning Centre (Learning Centre), which was completed and formally launched in June 2014. A first of its kind in West Africa and situated on the edge of Freetown's Western Area Peninsula Forest National Park, the centre currently hosts visitors from various sectors and all age groups, especially school children, who can now experience nature and sustainability principles first hand.

In October 2016, Tommy joined BirdLife International, to lead its Regional Implementation Team, managing the Critical Ecosystem Partnership Fund's investment portfolio in the Guinean Forests of West Africa Hotspot, spanning eleven countries from the Guinea to the Gulf of Guinea Islands of Sao Tome & Principe.

Brahim Haddane, Morocco (Regional Vice-Chair, Mediterranean)

Brahim is a graduate of the Veterinary School of Rabat (IAV Hassan II), wildlife option and holds a Master in biological science option Nature Conservation from 'the Royal College of London' and a certificate on zoonotic diseases from Institute of Tropical Medicine in Antwerp / Belgium. He worked for 30 years at Forestry Department / Ministry of Agriculture in Rabat on the ex situ conservation and management program for the reintroduction of national endangered wildlife species. He is a founding member of The ASMAPEC (Moroccan association for environment and climate protection), NGO member of IUCN. He is also Member of the Moroccan Association for ecotourism and nature conservation. Brahim is also a Bureau member of the Royal Moroccan Federation for Hunting and promotion of sustainable hunting in responsible eco tourism for rural development in remote areas.



Since 1984 he joined IUCN as a member of the successively Commissions - SSC, WCPA and CEC. He works on threatened species of fauna and flora, on the AP / KBA and their benefits for local population and fragile ecosystems services to humanity and the promotion of responsible ecotourism. He is also expert who has worked with FAO and IPBES on environmental health and the role of biodiversity in human being and animal welfare. He was elected Regional Councilor for Africa during WCC 2008 in Barcelona and re-elected in WCC 2012 Jeju South Korea. He is also S. G. of IUCN National Committee he created in 1998 and the Coordinator of the Regional Committee of IUCN members in North Africa. Since 2005 he leads an educational program on the environment with school groups and the public awareness strategy for the protection of nature in general that he developed with other experts. Currently over 30 000 children from 380 schools annually benefit from the program developed in the botanical gardens of our city. Sessions are transmitted on radio and on television every year on the occasion of the national days. He is currently in charge of Biodiversity program at the Mohammed VI Foundation for the Protection of the Environment and Director of the Exotic Botanical Garden of Rabat Salé.

Dr. Haddane is married with 3 children. He speaks fluently French, English, Spanish in addition to his native language Arabic.

Dr. Alex Zavarzin, Russia, (Regional Vice-Chair, Eastern Europe and Central Asia)

Dr. Alex Zavarzin currently is vice-rector and press-secretary of the St. Petersburg State University – the first University established in Russia since then pioneering in development of education and research in the country. Dr. Zavarzin is responsible for University consolidation, communication and promotion, especially in multi- and interdisciplinary research and development with “biodiversity, environment and sustainable development” being one of the six key priority areas of SPSU. Previously, he combined university professorship with service as vice-dean to the school of biology and soil sciences of SPSU, and late vice-provost for biology, geography, geoecology and solis.



Dr. Zavarzin has been an active member in a number of professional societies He participated and led many international environmental projects in Russia and NW Europe, sponsored by WWF, Programmes of European Union, UNDP with many of them being implemented under the World Conservation Union (IUCN) guidance. He has wide experience in promoting biodiversity field studies, networking of protected areas, implementation of environmental legislation and transboundary collaboration, enhancing youth involvement into decision making and introducing of education for sustainable development and communication.

CEC Expert Members:

David Ainsworth, Information Officer, CBD, Canada

David Ainsworth is the Information Officer for the Secretariat of the Convention on Biological Diversity and the focal point for the United Nations Decade on Biodiversity. He led the team that developed and implemented the marketing campaign for the International Year of Biodiversity in 2010. David’s work includes support to the identification and creation of indicators on public awareness on biodiversity and its value to human livelihoods. He has been with the Secretariat since 2003, working on a variety of communications campaigns including the annual campaign for the International Day for Biodiversity. David was the media lead for the launches of Global Biodiversity Outlook 2 and 3 and a contributing author to the former. He was the liaison with IUCN for the creation of the CEPA toolkit in 2005-2006. He led the work of the Secretariat for the Decade of Education for Sustainable Development including organizing the Secretariat’s participation in the UNESCO mid-term conference for the decade.



Since 2009, David has been the co-chair of the CEPA Specialty group for IUCN’s Commission for Education and Communication. Prior to joining the secretariat of the Convention on Biological Diversity, David worked in technology firms in the private sector in marketing and product development. He also worked for the NGO Rights and Democracy,

for their consultative group on Latin America. David has a PhD in political science from McGill University in Montreal, Canada, and a Bachelor of Arts cum laude in History and Political Science from the University of Toronto. He obtained an International Baccalaureate Diploma from the Lester B. Pearson United World College of the Pacific in British Columbia, Canada.

Daniel Cooney, Communication Deputy Director, UN Environment

Dan Cooney is the Communication Deputy Director with UN Environment where he leads a global team of 50 communication and advocacy experts to change environmental mindsets, policy and behavior.

Dan joined UN Environment in 2015 from the Center for International Forestry Research (CIFOR), where he developed and led a multi-million dollar program that used communication bridge the gap between research, policy and practice - with a focus on forests and climate change. The Overseas

Development Institute did an independent evaluation of the program he led and concluded, "CIFOR has been driving a global conversation on forests and climate change."



to

Dan began his career as a foreign correspondent with The Associated Press. With a press card in one hand and a laptop in the other, he hopped across Asia and the Middle East, ending 7 years with the agency as its award-winning chief correspondent in Afghanistan, responsible for its coverage of the war there. He then joined the Asian Development Bank, where he began working on climate change.

He completed a Masters of Public Policy from the University of California, Berkeley, on a Rotary International World Peace Fellowship, and has done management training at Harvard Business School.

4. Species Survival Commission (SSC)

Additional nominations for the Steering Committee of SSC submitted by Jon Paul Rodríguez, Chair of SSC, on 1 February 2017

Please see Jon Paul Rodríguez's note to Council with biographies of nominees, attached hereafter as Annex 1.

In short, the Chair of SSC nominates the following individuals:

Prof Luigi Boitani	Italy
Dr Onnie Byers	USA
Dr Claudio Campagna	Argentina
Prof Topiltzin Contreras MacBeath	México
Dr Rosie Cooney	Australia
Prof John Donaldson	South Africa
Dr Piero Genovesi	Italy
Dr Brahim Haddane	Morocco
Dr Axel Hochkirch	Germany
Mike Hoffmann	UK

Prof Vololoniaina Jeannoda	Madagascar
Olga Krever	Russian Federation
Dr Mirza Kusriani	Indonesia
Dr Frédéric Launay	Abu Dhabi, UAE
Dr Gabriela Lichtenstein	Argentina
Dr Russell Mittermeier	USA
Dr Gregory Mueller	USA
Nunia Thomas	Fiji
Dr Yan Xie	China
Vivek Menon	India
Dr Pricelia Tumenta	Cameroon
Prof Amanda Vincent	Canada
Ehab Eid	Jordan
Dmitry Geltman	Russian Federation

Dear Councillors,

Please find below the proposed membership of the SSC Steering Committee for the current quadrennium. It is composed of 26 members, 11 females and 15 males, and the eight IUCN Statutory Regions are covered with at least two members in each:

Regions	Members
Africa	5
Meso and South America	4
North America and the Caribbean	4
West Europe	4
South and East Asia	3
West Asia	2
Oceania	2
East Europe, North and Central Asia	2

I am grateful to all Council members that recommended candidates, and am sorry that I was unable to accommodate all of your requests. I tried to balance experienced members with young ones, gender and geography. I would be grateful for your approval of the list below.

As you recall, the SSC Deputy Chair, Domitilla Raimondo (South Africa) was appointed at the 91st Council in Honolulu.

The following people served on the 2013-2016 SSC Steering Committee and have been invited to continue during 2017-2020. You may visualize their bios at <https://www.iucn.org/theme/species/about/species-survival-commission/ssc-leadership-and-steering-committee>

Prof Luigi Boitani	Italy
Dr Onnie Byers	USA
Dr Claudio Campagna	Argentina
Prof Topiltzin Contreras MacBeath	México
Dr Rosie Cooney	Australia
Prof John Donaldson	South Africa
Dr Piero Genovesi	Italy
Dr Brahim Haddane	Morocco
Dr Axel Hochkirch	Germany
Mike Hoffmann	UK
Prof Vololoniaina Jeannoda	Madagascar
Olga Krever	Russian Federation
Dr Mirza Kusrini	Indonesia
Dr Frédéric Launay	Abu Dhabi, UAE

Dr Gabriela Lichtenstein	Argentina
Dr Russell Mittermeier	USA
Dr Gregory Mueller	USA
Nunia Thomas	Fiji
Dr Yan Xie	China

I asked five new members to join the Steering Committee – their *Curricula vitarum* are attached:

Vivek Menon	India
Dr Pricelia Tumenta	Cameroon
Prof Amanda Vincent	Canada
Ehab Eid	Jordan
Dmitry Geltman	Russian Federation

Sincerely,

Jon Paul

Vivek Menon

Vivek Menon is a wildlife conservationist, environmental commentator, author and photographer with a passion for elephants. He has been part of the founding of five environmental & conservation organizations in India. The winner of the 2001 Rufford Award for International Conservation for his work to save the Asian elephant, Menon is the founder Executive Director and CEO of the Wildlife Trust of India as well as Regional Director and Advisor to the International Fund for Animal Welfare.

In an Honorary capacity, Menon is a member of the Species Survival Commission of the IUCN, on the International Jury of the Future for Nature Awards, Netherlands and an advisor of the Marjan centre of Kings College, London. He serves on a number of governmental and non-governmental boards and committees and was a member of the Elephant Task Force of the Ministry of Environment and Forests that suggested a complete revamp of India's elephant conservation strategy.

Currently, he advises the government on natural heritage conservation as a part of several committees including the Project Elephant Steering Committee, National Wildlife Action Plan Committee, CITES Advisory Committee and the Governing Council of the Central Zoo Authority. He is a member of four State Advisory Boards for Wildlife and an Honorary Wildlife Warden of Delhi. In the interphase between business and Biodiversity, he is the Co-Chair of Leaders for Nature, IUCN and an Advisory Council Member of the CII-ITC Centre of Excellence for Sustainable Development

He is the author or editor of nine wildlife books including the bestselling *Mammals of India*, *A Field Guide*, scores of technical reports and more than 150 articles in various scientific and popular publications. Of these the *Field guide to Mammals of India* is a landmark publication, being the first of its oeuvre in independent India to be written by an Indian. It has been translated into several languages and printed in several editions around the world.

The Wildlife Trust of India that has been founded and headed executive by Menon for over 18 years has pioneered several conservation initiatives, including documenting, prioritising and securing the first elephant corridors in India, setting up the country's first wildlife rescue and rehabilitation centre, training over 10000 forest guards in anti-poaching, creating 'rainbow' products as alternatives to wildlife consumption and creating 'green livelihoods' for those involved in community based conservation. In his capacity as the Executive Director of WTI Menon has raised more than 600 million Indian rupees for conservation in India and has built a team of over 200 professionals. He lives in New Delhi, a city of which he was the Honorary Wildlife Warden for over 10 years.

In the international arena, Menon is the Senior Advisor to the President of the International Fund for Animal Welfare (IFAW) and has at various times led their tiger, enforcement training and Asian elephant global initiatives. He has trained enforcement staff of over 50 countries in prevention of illegal wildlife trade (in the Caribbean, former Soviet Union, Middle East and the Pacific islands), served as a consultant to the Kenya Wildlife Services and helped establish the first elephant reserve of Myanmar. He has attended CITES meetings for over twenty years as a Technical Advisor to the Indian delegation and as an observer. He has visited over a 100 countries, walking the natural forests and wild lands of over 40 of them and lecturing internationally in over 20 nations, including addressing parliamentarians in the UK and Australia.

Work Experience

Current

Founder, Executive Director and CEO, Wildlife Trust of India, 1998 onwards. **Founded the Wildlife Trust of India, one of India's leading conservation agencies in 1998, heads it executively since its founding and is member of its Board.**

Senior Advisor (CEO), International Fund for Animal Welfare (IFAW), **20015 onwards. Heads up IFAW's operations in South Asia and advises the CEO and President on strategic partnerships and fund raising**

Chair, Asian Elephant Specialist Group, IUCN SSC **2016 onwards**

From 1995-2014

Regional Director (South Asia) and Advisor (CEO), International Fund for Animal Welfare (IFAW), **2007 onwards. Heads up IFAW's operations in South Asia and advises the CEO and President on strategic issues**

Founder and Managing Trustee, Venu Menon Animal Allies Foundation, 1998 to 2008. A Foundation set up to promote the motto of 'respect-for-life' using positive reinforcement techniques; it gave out the National Animal Welfare Awards, the premier animal awards of the country, for ten years.

Senior Technical Consultant, Asian Elephant Research and Conservation Centre, Indian Institute of Science, 1995 to 1999. As Project

Co-ordinator for the Ivory Trade and Poaching Project was responsible for nation-wide monitoring of elephant poaching and monitoring of ivory trade centres all over Asia.

Consultant, Asian Elephant Conservation Centre 1997. Prepared a prioritisation plan for elephant conservation for WWF-USA, in Indo-China, Myanmar, Thailand and Sri Lanka.

From 1991-1995

Programme Officer, TRAFFIC-India, WWF-India, 1992-1995

Responsible for managing all programmes and functions of country-wide operations of TRAFFIC-India including species research, enforcement training, litigation and publications. Specifically in charge of rhino anti-poaching and trade monitoring programme. Also responsible for international policy work and the CITES convention.

Research Consultant, WWF-India, Wildlife Trade Monitoring Unit, 1991. Helped set up the first wildlife trade monitoring programme for India. Conceptualised and co-founded the organisation which merged with the international TRAFFIC Network in 1992.

Founder Member, Joint NGO Forum for the Delhi Ridge, a participatory movement involving 13 NGO's to protect the Delhi Ridge. Was actively involved in getting the Delhi Ridge declared as a protected reserve forest.

Founder and co-ordinator, Delhi Bird Club - Along with two fellow conservationists, resurrected Usha Ganguly's old Delhi Bird Club of the 50's and started bird watches. Today this is a large and well established birding organisation of the country

From 1987-1990

Founder and Chief Co-ordinator of Srishti, 1987-1996. Formed Srishti, a leading conservation organisation of Northern India. Initiated and co-ordinated programmes as diverse as avifaunal studies of Delhi, zoo wardenship programmes and protection of the Delhi Ridge. Lectured widely in schools and colleges to spread conservation awareness.

Research Scholar, Bombay Natural History Society 1989-1991. Worked on the ecology of the Brahminy Kite at Point Calimere Sanctuary and later on seasonality of avifauna on the Delhi Ridge

Regional Co-ordinator, Asian Midwinter Waterfowl Census, Asian Wetland Bureau 1991 - 1995. Responsible in co-ordinating the annual waterfowl count for eight states in Northern India

Honorary Student Warden, National Zoological Park, New Delhi, 1987 -88. Initiated and ran a volunteer wardenship programme for Delhi Zoo including captive animal management and visitor awareness.

Memberships of Indian Governmental Committees and Honorary Posts

- ❖ Member, Central Zoo Authority of India under the Ministry of Environment and Forests

- ❖ Member of the Working Group of the Advisory Committee on World Natural Heritage Matters under the Ministry of Culture, Govt. of India

- ❖ Member, National Project Steering Committee – Strengthening Regional Cooperation in Wildlife Protection in Asia, Ministry of Environment and Forests

- ❖ Member, Steering Committee of Project Elephant under the Ministry of Environment and Forests

- ❖ Honorary Wildlife Warden, Government of Delhi, 1998 to present.

- ❖ Member, Advisory Council, Confederation of Indian Industry (CII), ITC-Centre of Excellence for Sustainable Development 2006 to present

- ❖ Member India Business Biodiversity Initiative Board, Ministry of Environment and Forests, GOI

Past memberships

- ❖ Member, Illegal elephant trade from and within the North Eastern states, Ministry of Environment and Forests.
- ❖ Member, National Wildlife Action Plan review/development Committee under the Ministry of Environment and Forests.

- ❖ Member, National Forest Policy Core Group under the Ministry of Environment and Forests.
- ❖ Member, Gujarat Marine National Park and Marine Sanctuary Conservation Society
- ❖ Member, Advisory Group for Conservation of Lions, Forests & Environment Department, Govt. of Gujarat.
- ❖ Member, State Advisory Board for Wildlife, Govt. of Jharkhand, Madhya Pradesh, Gujarat, and Jammu & Kashmir.
- ❖ Member, Elephant Task Force of the Ministry of Environment and Forests
- ❖ Member, Govt. of Meghalaya, Tourism Development Committee for South Garo Hills, 2006
- ❖ Member, Subcommittee TOR No 3, National Forest Commission, Government of India, 2004-05
- ❖ Member, Expert Committee on Shahtoosh, Ministry of Textiles, Government of India, 2005
- ❖ Member, sub-Committee to Monitor Live Bird Trade, Indian Board for Wildlife, Government of India, 1998
- ❖ Member, Executive Committee, Asian Conservation Alliance, 1998
- ❖ Member, Two-member Sub-Committee to Inspect Singareni Coal Mines, Andhra Pradesh, Ministry of Environment and Forests, Government of India, 1996
- ❖ Honorary Inspector, Sub-Committee to Monitor Animal Experimentation, Government of India from 1992-1995
- ❖ Honorary Animal Welfare Officer, Animal Welfare Board of India from 1991-94

Membership of International Boards and Committees

- Board Member of Advisory Board, IUCN Leaders for Nature
- Member of MIKE and ETIS TAG
- Board Member of Minding Animals International

- Future for Nature International Award Jury member, Netherlands
- Advisor of the Marjan Centre of Kings College, London

CITES Experience

Has been intensively involved in CITES planning and policy in collaboration with the CITES Management Authority of India since 1991 and is currently a member of the CITES Cell of the MOEF. Has participated in 8 COPs of CITES and 6 Standing Committee Meetings, one Animal Committee meeting and three Asian Regional Meetings. Was also member of initial workshop that conceptualised and planned the MIKE process in Nairobi, Africa in 1998.

Memberships of Professional bodies

- Member, Advisory Group of India Business & Biodiversity Initiative (IBBI) for 2015-16. IBBI is a globally recognised business league of Global Partnership for Business and Biodiversity hosted by the UN Convention on Biological Diversity (CBD)
- Member of the Species Survival Commission of the World Conservation Union (IUCN) through four of its specialist groups
- Member of Asian Elephant Specialist Group, 2000 to present. Chair since 2016
- Member of Asian Rhino Specialist Group, 1999 to present
- Reintroduction Specialist Group, 1999 to present
- Threatened Waterfowl Research Group, Waterbird Specialist Group 1995 to 2000
- Convenor of the Ivory Trade & Poaching Task force of the Asian Elephant Specialist Group.
- Member, Captive Breeding Specialist Group, India chapter of the IUCN/SSC from 1996 to 2000

- Founder and Life member, Srishti, a Delhi based wildlife and environment NGO
- Founder Member, Delhi Bird Club
- Life Member, Zoo Outreach Organisation
- Life member, Bombay Natural history Society, 2006 to present
- Member, International Primate Protection League, USA
- Member, Tiger Link, a nation-wide tiger conservation network

Writing

Author of eight books, including the bestselling “Indian Mammals- a Field Guide” and editor of one book on Indian wildlife.

Author of over 150 publications in leading scientific journals, newspapers, magazines and books published both in India and abroad.

Newspaper columnist in the Indian Express, The Pioneer Tehelka and the Asian Age for varying periods of time

Photography

Wildlife Photographer for the past 25 years. Published extensively in newspapers and magazines in India and abroad

Exhibited by Max Mueller Bhavan, Special Exhibition on the Environment To Be or Not to Be, 1995 in six Indian cities

Photographs marketed world-wide exclusively by BBC-Natural History Unit, Photo library

Natural History Films

Written Programme Treatment and was Natural History Advisor for *Bandhavgarh Tigers*, Survival Anglia Productions, UK, 1995-96

Presenter for five episodes of *Wild Things*, Paramount Productions, Hollywood, USA, 1997-98

Film on ivory trade investigation in Asia based on past work produced by National Geographic Channel, 2003

Educational Qualifications

B.Sc. (Hon) Zoology, Delhi University, 1986-89.

PG D in Ecology, Indian Institute of Ecology & Environment, 1989-91.

Languages Known

English, Hindi & Malayalam. Working knowledge of Punjabi and Tamil

Date of Birth: 10th July, 1968

LIST OF PUBLICATIONS

A. Books:

1. **Menon. V.** (2014) Indian Mammals - A Field Guide (Revised edition) Hachette India Pvt. Ltd, Gurgaon, Haryana.
2. **Menon. V.** (2003) A Field Guide to Indian Mammals, Penguin India, New Delhi
3. **Menon. V.** & M. Sakamoto (2002) (Eds.) Heaven and Earth and I: Ethics of Nature Conservation in Asia, Penguin India, New Delhi
4. **Menon. V.** (2002) Tusker: The Story of the Asian Elephant, Penguin India, New Delhi.
5. **Menon. V.** (1999) On the Brink: Travels through Wild India, Penguin India, New Delhi
6. **Menon. V.** & A. Kumar (1998) Wildlife Crime, An Enforcement Guide, Wildlife Protection Society of India and Natraj Publishers, Dehradun

B. Books (Children)

1. **Menon. V.** & R. Singh (1992), Birds & Animals Quiz Book, Pustak Mahal, New Delhi.
2. **Menon. V.** (2007), Lions, Ladybird Books, Penguin
3. **Menon. V.** (2007), Life in the Forest, Ladybird Books, Penguin

C. Chapters in Books

1. **Menon V** (2015) Wild India: Politics, Opportunities, Risks and Values in Towards a Green India. JSW- Times of India Earth Care Awards, Special Publication
2. **Menon, V** (2013) A Triangular Playing Field – The Social Economic and Ethical Context of Conserving India’s Natural Heritage (page 331 – 341) in “Ignoring Nature No More” Ed. by Marc Bekoff, University of Chicago Press.
3. Lavigne.D, Cox. R.K, **Menon.V** and Wamithi.M (2006) Reinventing Wildlife Conservation for the 21st Century in Gaining Ground, In Pursuit of Ecological Sustainability, IFAW (Guelph) and University of Limerick, Ireland.
4. **Menon. V** and Lavigne.D (2006) Attitudes, Values and Objectives: The Real basis of Wildlife Conservation in Gaining Ground, In Pursuit of Ecological Sustainability, IFAW (Guelph) and University of Limerick, Ireland
5. Kumar.A and **Menon.V** (2006) Ivory Tower Sustainability: An examination of the ivory trade in Gaining Ground, In Pursuit of Ecological Sustainability, IFAW (Guelph) and University of Limerick, Ireland
6. **Menon. V** (1996), Impact of Trade on Himalayan Bio-diversity In Changing Perspectives of Bio-diversity Status in the Himalayas, British Council Division, New Delhi
7. Malik. I & **Menon. V** (1992), A Management Plan for the Rhesus Population of India In Primates of the World Ed. Fa, J.E.

D. Papers & Short Communications in Scientific Journals :

1. Ashraf N.V.K, Ramanathan.A, Barman. R and **Menon. V**(2006) “Wildlife Rehabilitation” as a wildlife conservation tool in India, Journal of Bombay Natural History Society, Vol 103(2 and 3), Bombay

2. **Menon. V** (1996) First Record of Commensalism in the Golden Langur *Presbytis geei* Khajuria at a New Location in Assam, Journal of Bombay Natural History Society, Bombay
3. **Menon. V** et al (1995) Orangebilled Jungle Mynah and Hodgson's Bush Chat in Kaziranga National Park Journal of Bombay Natural History Society, Bombay
4. Abrar Ahmed & **Menon.V** (1995), India's Illegal Trade in Alexandrine Parakeet, TRAFFIC Bulletin, Cambridge.
5. Malik. I & **Menon. V** (1994), Asian Primates Conservation Priorities & Legal Status, Primate Report, Germany.
6. **Menon. V** (1994), Furs in Kathmandu, A Reprise, TRAFFIC Bulletin, Cambridge.
7. **Menon. V** (1994), The Trade in Hill Mynahs in India, TRAFFIC Bulletin, TRAFFIC International, Cambridge.
8. Malik. I & **Menon. V** (1992), A Comparative Study of the Behaviour of Free Ranging and Caged Rhesus in India, Primate Report, Germany.
9. Gandhi T, **Menon. V** et al (1991), Slenderbilled gull *Larus genei Breme* in New Delhi, Journal of Bombay Natural History Society Vol 92: 3.
10. **Menon. V** (1991), A short note on the black tern *Chlidonias niger niger*, Journal of Bombay Natural History Society,
11. **Menon. V** & T. Gandhi (1991) Sighting of skimmer *Rhynchops albicollis* and Indian courser (*Cursorius coromandelicus*) at Najafgarh in Delhi, Journal of Bombay Natural History Society.

E. Papers in Conference & Workshop Proceedings

1. **Menon V (2015)** Elephants, Ethics and an Emerging Economy: Challenges of Conserving Nearly 25,000 elephants amidst a billion persons Plenary Lecture, Minding Animals Conference 3, New Delhi Jan 2015
2. **Menon. V** (2015) Trading teeth: tracking elephant poaching and illegal ivory trade in the 90's - Ecology in Space and Time – An Interdisciplinary Conference on Forest Ecology & Climate Change, CES, IIS, Bangalore.
3. **Menon V**, Kumari I, Singh B, Mohanty RP, Louise J, Norsang T, Kumar A, Hussain A, Ahmed S and Chatterjee S (2012) Stalling the tradition of dancing bears

in India 21st International Conference on Bear Research and Management, New Delhi India, Nov 2012

4. **Menon. V** and Lavigne D (2004) Attitudes, Values & Objectives: the real basis of wildlife conservation In IFAW Forum on sustainability, Limerick, Ireland
5. **Menon.V** and Kumar, A (2004) Ivory Tower Sustainability: An Examination of the Ivory Trade, IFAW Forum on sustainability, Limerick, Ireland
6. **Menon. V**, Easa PS and Gureja N (---) Human-Elephant Conflict: Is Capture a Permanent Solution? A theory based on case studies from India
7. **Menon, V**, Kumar A and Ghosh D (---) Controlling the trade in wildlife and its derivatives in India- A framework for action, Proceedings of the Centenary Celebrations of the JBNHS, Mumbai
8. Ayiyadurai, A, Varma, S, Babu, N and **Menon, V** (---) Patterns and causes of human-predator conflict within and around Itanagar Wildlife Sanctuary, Arunachal Pradesh, northeastern India.
9. **Menon, V** (---) strategies to control poaching of the Asian elephant and the one horned rhino and trade in its parts, Proceedings of Wildlife Conservation, Nepal and Care for the Wild Seminar on Anti-Poaching, Kathmandu, Nepal
10. Choudhury. A & **Menon, V** (2003) IUCN Action Plan for Northeastern India, in Asian Elephant Action Plan, ASEG, (in press).
11. **Menon, V** (2001) The Wonders of Indian Wildlife (2001); Presented at the Japan Wildlife Conservation Society Seminar, Tokyo Japa
12. **Menon,V** & Kumar, A (1998) Wildlife Crime in India; The Crisis and Possible Solutions, In Proceedings of the National Conservation Seminar, Wildlife Institute of India, Dehradun
13. **Menon.V** (1998) An Overview of Poaching and Ivory Trade in Asia. In roceedings of the World Wilderness Congress, Bangalore.
14. **Menon. V** (1997) Threats of Poaching and the Ivory Trade to the Asian Elephant in India In Proceedings of the African Elephant Conference, Environmental Investigation Agency, Johannesburg, S.Africa

15. **Menon, V** (1995) Trade in Wild Caught Live Birds: An Indian Perspective In Proceedings of the First National Seminar on Changing Scenario of Bird Ecology and Conservation, Bangalore, India.
16. **Menon, V** (1993), Status of Wetland Systems in and around Delhi. In Wetland & Waterfowl Conservation in South & West Asia, Eds. Moser. M & Van Vessem.J, Slimbridge, U.K.

F. Scientific Reports & Technical Manuals

1. Sathyakumar S, Kaul R, Ashrag NVK, Mookerjee A and **Menon V** (2012) National Bear Conservation and Welfare Action Plan, MOEF, WII and WTI
2. Sircar D, Singh AK, Kaul R and **Menon V** (2012) Bear Necessities: A scientific approach to understand and mitigate Human sloth bear conflict in Madhya Pradesh, WTI OR No 29
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2. **Menon .V (2015)** A Conservation Action article in Sanctuary Asia Magazine,

Pg 67, February, Vol. XXXV No.1

3. **Menon .V (2015)** The tiger's leap, Asian Age, January, 28th
4. **Menon, V (2013)** The problem, Seminar Magazine, Vol. 651 (Page 12-17), New Delhi, Nov. 2013
5. **Menon, V (2013)** Gajah: A New Parable, Seminar Magazine, Vol. 651 (Page 80-88), New Delhi, November, 2013
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PhD , Environment and Development	2012
Institute of Environmental Sciences Leiden University, The Netherlands	
Master of Science in Wildlife Management	1998 -1999
University of Ibadan, Nigeria	
Bachelor of Science in Zoology	1992-1996
University of Jos, Nigeria.	
GCE Advance level	1989-1991
CCAST Bambili, Cameroon	
GCE Ordinary level	1984-1989
GBHS Ndop, Cameroon	

PROFESSIONAL EXPERIENCE

Coordinator of Centre for Environment and Development in Cameroon (Maroua) since 2012

PhD Completed 2012

Institute of Environmental Sciences

Leiden University, The Netherlands

Lecturer department of Forestry, University of Dschang, Cameroon since October 1999

Courses taught

- Wildlife Ecology and behaviour to Fourth year Forestry Students (Lectures and Tutorials)
- Professional Training (Wildlife Aspects)
- Field Trips to Selected Protected Areas in Cameroon

Other duties

Co-ordinator of Fourth Year Pre-Internship Reports FASA 1999 -2002

Co-ordinator of Second Year FASA 2005/2006

Member of Jury for Distance Education Programme, FASA 2001-2006

TRAINING

- Park and Wildlife Management Course CML/CEDC/EFG in Cameroon, The Netherlands and South Africa. (2005)
- Pedagogic seminar into University Teaching, University of Dschang, Cameroon. (1999-2002)
- Intensive course on Arcview GIS

PROFESSIONAL SOCIETIES

Member of IUCN Cat specialist group 2009

Member of African Lion Working Group 2005

Member, Regional Network for the Conservation of Lion in West and Central Africa 2007

Member, Community Forestry Network, Cameroon 2000-2002

Member, Cameroon Society of Animal Science 2002

Member, Environment Cameroon 2000

RESEARCH

- PhD research on lion ecology and lion-livestock conflicts in Waza National Park Cameroon, since May 2007 till 2011. Leiden University/Centre for Environment and Development studies in Cameroon, Maroua.
-
- PHD at Leiden University, The Netherlands in 2012: a lion population under threat at Waza N P, North Cameroon
- MSc thesis (1999) : The role of women in wildlife conservation in Kilum / Ijim mountain forest project of Cameroon
- BSc project (1996): Humoral immune responses to recombinant heat shock proteins (hsp70 & hsp83) of cutaneous leishmaniasis from patients in Nigeria
- Supervision of final year student projects in the department of Forestry, University of Dschang
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Prof. Amanda Vincent is a full Professor in the Institute for the Oceans and Fisheries (formerly the Fisheries Centre) at the University of British Columbia, Canada. She has a Ph.D. from the University of Cambridge, UK and a Hons. B.Sc. from the University of Western Ontario, Canada. She was a Visiting Fellow in Sweden and Germany (1990-1991) and a Senior Research Fellow at the University of Oxford, UK (1991-1996). She was on faculty at McGill University, Montréal, Canada (1996-2002), where she was named a *William Dawson Scholar* in 2000. The same year, Prof. Vincent was named a *Pew Fellow in Marine Conservation*, the world's pre-eminent award in her field. She moved to UBC in 2002, with a Canada Research Chair in Marine Conservation.

In 1996, Prof. Vincent co-founded and still directs Project Seahorse, an interdisciplinary and international team committed to conservation and sustainable use of the world's coastal marine ecosystems. The group engages in connected research and management at scales ranging from community initiatives to international accords. Collaborating with stakeholders and partners, team members use seahorses to focus efforts in finding marine conservation solutions. Project Seahorse has made measurable gains in biological and social research, empowering local communities, establishing marine protected areas, managing small-scale fisheries, restructuring international trade, promoting integrated policy, and advancing environmental understanding.

Prof. Vincent was the first biologist to study seahorses underwater, the first to document the extensive trade in these fishes and the first to initiate a seahorse conservation project. Her research and advocacy work for marine conservation have earned Prof. Vincent the following awards and accolades, among others: *Whitley Award in Animal Conservation* (1994); *Grand Prix International pour l'Environnement Marin (Confédération Mondiale des Activités Subaquatiques)*: 1997), *Rolex Award for Enterprise* (1998); *TIME* magazine *Leader for the 21st Century* (1999); *La Presse Personality of the Year* (2000); *Chevron Conservation Award* (2005); *Yves Rocher Foundation Woman of the Earth* (2007). She was also one of six global finalists for the *Indianapolis Prize for Animal Conservation* in 2010 and 2016.

Prof. Vincent is consulted on marine management and policy issues and is active in international conservation bodies. She is Chair of the IUCN SSC Seahorse, Pipefish and Stickleback Specialist Group, which is the global expert alliance for conservation of these fishes. From 2000-2004, she chaired the Syngnathid Working Group for the 182-nation Convention on the International Trade in Endangered Species of Wild Fauna and Flora (CITES). Indeed, Project Seahorse played pivotal roles in landmark CITES decisions to regulate international trade in marine fishes. From 1997-2001, Prof. Vincent held special responsibility for coastal species as a member of the Steering Committee of the IUCN Species Survival Commission (SSC). She has been the SSC marine representative on the IUCN's International Red List Committee (since 2010) as well as sitting on the SSC Policy and Marine Conservation Subcommittees.

Prof. Vincent has authored around 100 primary scientific papers (including in *Nature* and *Science*) and more than 100 technical reports, popular articles and policy briefings. She published the first monograph on the international trade in seahorses in 1996 and then co-authored a book on seahorses in 1999. Her work has been documented in five full-length television programs, and much other media coverage globally. Her background includes extensive rough travel through more than 60 countries. Project Seahorse initiatives have been supported by not-for-profit organisations, government, private enterprise, research councils and individuals.

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Educational Background

- 2016 Project Management Professional (PMP). KENZI Academy. Amman. Jordan
- 2011 Certificate of Advanced Postgraduate Diploma Studies. International University of Andalucía- Baeza, Jaen- Spain
- 2011 M. Sc Degree in “Conservation, access and management of species in trade, the international framework”- International University of Andalucía- Baeza, Jaen- Spain.
Master Thesis Title: “Review on the Implementation of the International Trade in Endangered Species of Wild Fauna and Flora (CITES) in Jordan”. (Grade: Excellent -10-)
- 2001 B. Sc degree in Biological Science. University of Jordan. Good (2.87 out of 4.00)
- 1997 High School Degree. Al-Yadodah High Secondary School

Professional Experiences

2014- Present:
Programs Director. The Royal Marine Conservation Society of Jordan (JREDS).

2011 – 2013:
Head of Research and Survey Section. The Royal Society for the Conservation of Nature

2010 – 2013:
Field Research Coordinator- The Royal Society for the Conservation of Nature

2008- 2010:
Fauna Research Team Leader. The Royal Society for the Conservation of Nature.

2005 - 2008:
Fauna Researcher. The Royal Society for the Conservation of Nature (RSCN).

2002 – 2005:
Research Assistant. Marine Science Station. University of Jordan- Yarmouk University

2003 – 2005:
Marine Aquarium Supervisor. Marine Science Station. University of Jordan- Yarmouk University

Projects Experiences

2015 - 2016: **Project Manager.** Integrated Coastal Zone Management: Approach for Development and Success. JREDS\ USAID FHI360

2015 – 2016: **Project Manager.** Status of Fisheries at the Gulf of Aqaba. JREDS\ GIZ- PROTEB Project

2014 – 2016: **Project Manager.** Let's Change Project. JREDS\ Heinrich Böll

2014 – 2015. **Project Manager.** Technological actions for Mediterranean tourism-heritage and landscapes protection clusters (HELAND). EU CBC MED

2014 – 2015: **Project Manager.** Out to Sea... Plastic Garbage Project. DROSOS Foundation in Cooperation with the Museum fuer Gestaltung in Zurich

2013: **Manager of Mujib Biosphere Reserve Projects.** The Royal Society for the Conservation of Nature (RSCN).

2012 – 2013: **Project Manager- State of Jordan's Birds-** RSCN\ Birdlife International

2012 – 2013: **Project Coordinator-** Syrian Serin Conservation in Dana Biosphere Reserve- RSCN\ Al Hima Fund in Qatar.

2010 – 2012: **Project Coordinator-** Integrated Water Resources Management in Mujib Nature Reserve- RSCN\ Wetland International.

Membership- National Level

Board Member. Federation for Environmental Non-Governmental Organizations.

Member. National Biodiversity Committee of Jordan.

Member. The Royal Marine Conservation Society of Jordan

Member. The Royal Society for the Conservation of Nature

Member. Research Thematic Group of Jordan in the Biodiversity Component (Rio Convention-CBD)

Membership- Regional and Global Level

Member. Climate Arab Network (CAN) - Arab World

Member. Adaptation Fund Network

Member. Eye on Earth- Biodiversity Group

Membership- IUCN

Member. National Committee for the International Union for the Conservation of Nature.

Member. Regional Committee of West Asia\ The International Union for the Conservation of Nature.

Commission Member

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- WCPA Conventions and Policy
- WCPA North Africa West Asia Middle East
- Species Survival Groups (SSG)
 1. IUCN SSC Re-introduction Specialist Group
 2. Amphibians Specialist Group
 3. Viperidae Specialist Group

Guides Mastered

- **Eid, E.,** and Al Tawaha Mohammad. (2016). A Guide to Harmful and Toxic Creatures in the Gulf of Aqaba of Jordan. The Royal Marine Conservation Society of Jordan. ISBN: 978-9957-8740-1-8. Pp 104.
- The Royal Marine Conservation Society of Jordan. (2016). National Guide to the Integrated Coastal Zone Management. Jordan. ISBN: 978-9957-8740-0-1.

Involvement in National and International Strategies and Reports

- **Author.** Small Grants Program- Country Program Strategy. (SGP OP6). (2016). UNDP\ Small GEF
- **Lead Author.** Biodiversity Chapter. Global Environmental Outlook- 6 (GEO 6). (2016). UNEP
- **Contributing Author.** Biota Chapter. Global Environmental Outlook- 6 (GEO 6). (2016). UNEP
- **Leader.** Biodiversity Chapter. State of Jordan's Environment. (2016). Ministry of Environment
- **Team Member.** National Biodiversity Strategy and Action Plan. (2015). Ministry of Environment\ UNDP\ IUCN
- **Team Member.** Biodiversity National Report. Convention on Biological Diversity (CBD) Convention. (2015). Ministry of Environment\ UNDP\ IUCN
- **Lead Author.** Coastal Vulnerability Assessment. Third National Communication Report. (2014). Ministry of Environment\ UNDP\ UNFCCC.
- **Team Member.** Biodiversity Chapter. State of Jordan's Environment. (2005). Ministry of Environment

Translated Materials

- Biodiversity National Curricula Royal Academy in Ajloun. Hanns Seidel Foundation
- Migratory Soaring Birds Project website. Birdlife International\ UNDP
- Field guide to the hard corals of the southern coast of Yemen. IUCN
- Migratory Soaring Birds Factsheets (Wind, Solar and Power Lines) Guidance V.1. Birdlife International\ UNDP
- J. Tamelander, L. Riddering, F. Haag and J. Matheickal. Guidelines for Development of a National Ballast Water Management Strategy. GloBallast Monograph Series No. 18. IUCN
- Marine Protected Areas Guiding principles and benefits. Pamphlet Factsheet. 2012. MED - WWW.PANDA.ORG.
- Marina Gomei and Giuseppe Di Carlo. Making Marine Protected Areas Work. MED - WWW.PANDA.ORG
- Training Material for Libyan conservationist under the title of Stakeholder Engagement in Marine Protected Areas Management and Stakeholders Engagement.

Publications- Peer- reviewed Articles

- Attum, O., Rosenbarger, D., Al Awaji, M., Kramer, A. and **Eid, E.** (2016). Population size and artificial waterhole use by striped hyenas in the Dana Biosphere Reserve, Jordan. *Mammalia*. ISSN 1864-1547.
- Aloufi, A., and **Eid, E.** (2016) Zootherapy: A study from the Northwestern region of the Kingdom of Saudi Arabia and the Hashemite Kingdom of Jordan. *Indian journal of traditional knowledge* 03/2016; 15(4).
- **Eid, E.**, and Alatoom, M., (2016). The Stone Marten, *Martes foina*, in Dibeen Forest Reserve, Jordan. *Jordan Journal of Natural History*. Vol. 2. 66.
- Aloufi., A & **Eid, E.** (2014). Conservation Perspectives of illegal animal trade at Tabuk Local Market, Kingdom of Saudi Arabia. *Traffic Bulletin*. Volume 26. No. 2
- **Eid, E.**, Al Share, T., and Aabed, O. (2015). Additional Knowledge on the Blanford's Fox *Vulpes cana* from Jordan. *Canids News*. ISSN 1478-2677.
- **Eid, E.** & Qaneer, T. (2013). Introduction. Pp. 2-3 in: The Royal Society for the Conservation of Nature 2013. The Royal Society for the Conservation of Nature, Amman, Jordan. In Litt. The Royal Society for the Conservation of Nature (2013). The State of Jordan's Birds Report. The Royal Society for the Conservation of Nature. Amman. Jordan.
- **Eid, E.**, Qaneer, T., and El-Moghrabi, L. (2013). State. Pp. 4-23 in: The Royal Society for the Conservation of Nature 2013. The Royal Society for the Conservation of Nature, Amman, Jordan. In Litt. The Royal Society for the Conservation of Nature (2013). The State of Jordan's Birds Report. The Royal Society for the Conservation of Nature. Amman. Jordan.
- **Eid, E.**, Qaneer, T., and El-Moghrabi, L. (2013). Responses. Pp. 32-52 in: The Royal Society for the Conservation of Nature 2013. The Royal Society for the Conservation of Nature, Amman, Jordan. In Litt. The Royal Society for the Conservation of Nature (2013). The State of Jordan's Birds Report. The Royal Society for the Conservation of Nature. Amman. Jordan.
- Qaneer, T., Hamidan, N., Ellis, P., El-Moghrabi, L., and **Eid, E.** (2013). Case Studies. Pp. 53-67 in: The Royal Society for the Conservation of Nature 2013. The Royal Society for the Conservation of Nature, Amman, Jordan. In Litt. The Royal Society for the Conservation of Nature (2013). The State of Jordan's Birds Report. The Royal Society for the Conservation of Nature. Amman. Jordan.
- Amr, Z., Abu Baker, M and **Eid, E.** (2010). Systematic, Distribution and Ecological Analysis of Rodents in Jordan. In Preparation.
- Amr, Z., Al Azzam, L., Katbeh-Bader, A., and **Eid, E.** (2013). Odonata of Wadi Al Mujib Catchment with Notes on the Impact of Wadi Al Mujib Dam (Insecta: Odonata). *Jordan Journal of Biological Sciences*. Vol. 6 Issue 4, p292.
- **Eid, E.**; Boulad, B; Al Share, T; Abed, O; and Hageer, Y. Population density of the Blanford's Fox; *Vulpes cana* in Jordan. *Vertebrate Zoology*. 63 (2) 2013.
- Qaneer, T., El Moghrabi, L., Hamidan, N., and **Eid, E.** (2013). Waterbirds Census in Jordan over the Period of 2000-2013. *Bulletin of the "Mediterranean Waterbirds network*, No. 1.
- Khoury, F., Amr, Z., Hamidan, N., Al Hassani, I., Mir, S., **Eid, E.** & Boulad N. (2011). Some Introduced Vertebrate Species to the Hashemite Kingdom of Jordan. *Vertebrate Zoology* 62 (3): 435-451.
- Benda, P., Lucan, R., Obuch, J., Reiter, A., Andreas, M., Backor, P., Bohnenstengel, T., **Eid, K, E.**, Sevcik, M., Vallo, P & Amr, S, Z. (2010). Bats (Mammalia: Chiroptera) of the Eastern Mediterranean and Middle. East. Part 8. Bats of Jordan: fauna, ecology, echolocation, ectoparasites. *Acta Soc. Zool. Bohem.* 74: 185–353.
- **Eid, E.**, Al Hasani, I., Al Share, T., Abed, O., Amr, Z. (2010). Animal Trade in Amman Local Market, Jordan. *Jordan Journal of Biological Science*. Volume 4. ISSN 1995-6673.
- **Eid, E.**, and Ananbeh, Y., (2010). Roe Deer in Ajloun Nature Reserve, Jordan. In litt. Soorae, P, S. (ed.) (2010). Global Re-introduction Perspectives: Additional case-Studies from Around the Globe. IUCN/ SSC Re-introduction Specialist Group, Abu Dhabi, UAE, xii + 352pp.
- Al-Rousan S., Al-Horani F. **Eid, E.**, Khalaf M. (2010). Assessment of seagrass community along the Jordanian coast of the Gulf of Aqaba, Red Sea. *Marine Biology Research*. 0007.
- **Eid, E.**, Katbeh-Bader, A., Otoom, M. A. & Othman, Y. (2009). Contribution to the Entomofauna of Dibeen Forest Reserve in Jordan. *Cesa News* 49: 19-41.
- Damhoureyeh. S. Qarqaz. M. Abu Baker. M. Himdan. N. **Eid, E.** Amr. Z. (2009). Reptiles and Amphibians in Dibeen Nature Reserve, Jordan. *Vertebrates Zoology*. 59 (2) 2009. 169- 177.
- **Eid, E.** Kh. Ananbeh., Y. (2009). Assessment of the Release Program of the European Roe Deer; *Capreolus Capreolus* (Cetariodactyla: Cervidae) at Ajloun Nature Reserve- Jordan. *Journal of threatened Taxa*. 1(6): 323-326
- **Eid, E. Kh.** (2009). New records of large Branchiopods from northern Jordan (Crustacea: Branchiopoda). *Zoology in the Middle East*. 46, 2009: 116-117.
- Benda, P. Lucan, R. Obuch, J and **Eid, E.** (2009). Bats Fauna of Jordan- Research Report- October 2004 and October 2008. Unpublished Report. National Museum (Natural History), Praha, 6 pp.
- Amr, Z. **Eid, E.**, Qarqas. M. & Abu Baker. M. (2005). The Status and Distribution of the Persian Squirrel, *Sciurus anomalus* (Mammalia: Rodentia: Sciuridae), in Dibeen Nature Reserve, Jordan. *Zoologische Abhandlungen (Dresden)* 55: 199-207.

Lead Trainer at the Regional Level: (2005 – Now)

Topics

1. Biodiversity Conservation
2. Protected Areas Management Planning, MAB and World Heritage Sites
3. Research Concepts and Methodologies
4. Convention on International Trade of Endangered Species (CITES)
5. Ecosystem Services
6. Climate Change
7. Taxonomy of Mammals, Reptiles and Amphibians
8. Integrated Coastal Zone Management
9. Animal Tracking Techniques
10. Proposal Writing
11. Stakeholders Analysis

Organizations Supervised Training

- Office for Conservation of the Environment. Diwan of Royal Court in Muscat, Oman
- Ministry of Environment and Climate Change. Oman.
- Hanns Seidel Foundation.
- The Royal Society for the Conservation of Nature
- Aqaba Special Economic Zone Authority.
- Ministry of Environment.
- Food and Agricultural Organization (FAO)

International Symposiums and Workshops

- IUCN World Conservation Congress. Hawaii. USA (2016)
- Workshops for the Conservation of Fauna of Arabia. Sharjah. UAE. (2016, 2015, 2014, 2013, 2012, and 2008).
- Climate Action Network (CAN) - Arab World. Tunisia (2016)
- Conference of the Parties- Climate Change. UNFCCC. Paris (2015), Peru (2014)
- Adaptation Plan Development for Climate Change. Germany (2014, 2015)
- Marine Protected Areas Management and Fisheries. Germany (2014).
- Out to Sea... Plastic Garbage Regional Project. Switzerland (2015), Morocco (2014).
- HELAND Project. Malta (2015), Cyprus (2014).
- Intergovernmental Platform on Biodiversity and Ecosystem Services. Eye on Earth Stakeholders Meeting. Turkey (2013)
- Local, National, Regional Biodiversity Assessment Workshop. Abu Dhabi. UAE. (2012).
- Workshops for the Project Entitled "Engagement of Local People and Civil Societies in Project Management. Morocco (2011), Turkey (2011).
- International Symposium on Climate Change and Natural Resources Management and Conservation. USA (2011).
- Database of Jordan's Fauna, and Protected Areas. UNEP. WCMC. Cambridge. UK (2010).
- Student Conference on Conservation Science. Cambridge. UK (2010).
- Critical Ecosystem Partnership Fund (CEPF) Workshop on the Mediterranean Hotspots Ecosystem Profiling Stakeholders. Turkey (2009)

Curriculum Developed

1. Ecosystem Services Curriculum. GIZ\ GOPA
2. Hunting Curriculum. Jordan. RSCN\ Birdlife International (Migratory Soaring Birds Project)\ UNDP.
3. Hunting Licensing System. RSCN\ Birdlife International (Migratory Soaring Birds Project)\ UNDP.
4. Biodiversity Conservation Curriculum. Royal Academy of Ajloun. Jordan. RSCN\ Hanns Seidel Foundation.

Red Lists Involved In

1. Mammals of Arabia. Sharjah. UAE
2. Reptiles in the Arabian Peninsula. Sharjah. UAE
3. Snakes in the Arabian Peninsula. Sharjah. UAE
4. Jordan's Mammals. Amman. Jordan.
5. Flora of Jordan. Amman. Jordan.

Awards

1. Student Conference on Conservation Science, Cambridge-United Kingdom. Conference and Internship Award
2. Hanz Sidel Regional Environmental Training Award, Training on the Crustaceans Biology and Ecology, 9th until 31 of June 2007. University of Akron- Ohio- United State of America.

Others

1. ArcView GIS 9.3 User
2. Advanced Open Water Diving License- PADI Certificate
3. Performed Several EIAs in Jordan, KSA, and Lebanon on effect of development (renewable energy, factories, queries, and wind farms) on fauna species.
4. Study wind farms effects on bats using ultrasounds techniques

References

- Tarek Abu Hawa. GOPA Worldwide Consultants. Phone Number: 00962 777772901. E mail: tarek.abulhawa@gopa.de
- Hani El Shaer. Programme Manager of the Protected Areas, World Heritage & Business and Biodiversity Programme. Phone Number: 00962 778409111. E- mail: hany.elshaer@iucn.org
- Dr David Mallon. Chair of Artiodactyla Specialist Group. International Union for the Conservation of Nature. E mail Address. dmallon7@gmail.com
- Omar Abu Eid. Environment, Energy & Water Programme Manager. Operations Section. The European Union Delegation to the Hashemite Kingdom of Jordan. Phone Number: 00962 777 422 080E- mail: omar.abu-eid@eeas.europa.eu

Curriculum vitae

Name: **GELTMAN, Dmitry Viktorovich**
Date of birth: 31 March 1957
Place of birth: Minsk, Belarus
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Education and training

1974-1979 Belorussian State University (Minsk), Faculty of Biology, Department of Botany.
1979-1982 Post graduate course at the Komarov Botanical Institute of the Russian Academy of Sciences, St. Petersburg (Leningrad).
1991 International Diploma Course in the Herbarium Technique at the Royal Botanic Gardens, Kew, England

Degrees

1979 Diploma from the Belorussian State University
1983 Candidate of Biological Sciences Degree (= Ph.D.) from the Komarov Botanical Institute of the Russian Academy of Sciences
2016 Doctor of Science (Biology) from Moscow State University

Employment

1983-1986 Assistant Scientific Officer, Herbarium, Komarov Botanical Institute
1986-2001. Senior Scientific Officer, Assistant Keeper of the Herbarium, Komarov Botanical Institute, Head of the Siberia and Far East Section of the Herbarium
2001-2002 Principal Scientific Officer, Assistant Keeper of the Herbarium, Komarov Botanical Institute, Head of the Siberia and Far East Section of the Herbarium
2002-2016 Deputy Director for Science, Komarov Botanical Institute
2016- Acting Director, Komarov Botanical Institute

Main scientific interests

Plant taxonomy, with special interests to the family *Urticaceae* and the genus *Euphorbia*. Plant conservation. Botanical collections. Nomenclature. History of botany. 298 scientific publications: 84 articles in botanical periodicals (including 11 indexed in Web of Science and 14 indexed in Scopus), 53 family/genera treatments in "Floras", 4 book chapters, 80 units in Red Data Books, dictionaries, etc., 40 conference abstracts, 22 reviews, biographies, information papers.

Grants

Russian Foundation for Basic Research (principal investigator of 9 research and international projects, 1995-2016), Civilian Research and Development Foundation (2008-2009).

Languages

Russian and Belarus — native; English — fluent; Polish — reading and some speaking, German — little reading

Field experience

1974-1979 — Belarus
1980-1981 — European part of the former USSR
1981 — Russian Far East
1984 — Crimea and South Ukraine
1985 — Carpathians
1988-1990 — Caucasus
1986, 1988 — Vietnam
1995 — Urals mountains
2001 — Middle Volga
2002-2004, 2015 — Caucasus

2008-2009 — Altay mountains,
 2008- United States
 1985-2016 — North-West European Russia

Professional societies

Russian Botanical Society (1983, currently — Council member)
 Linnaean Society of London (1992)
 International Organisation for Plant Taxonomy (2002)/

Recent relevant publications

Berry P. E., Riina R., Peirson J.A., Yang Y., Steinmann V.W., **Geltman D.V.**, Morawetz J.J., Cacho N.I. 2016. *Euphorbia* L. // *Flora of North America*. New York, Oxford: Oxford University Press, 2016. Vol. 12. P. 237–324.

Barkworth M.E., Watson M., Barrie F.R., Belyaeva I.V., Chung R. C.K., Dašková J., Davidse G., Dönmez A.A., Doweld A. B., Dressler S., Flann C., Gandhi K., **Geltman D.**, Glen H. F., Greuter W., Head M. J., Jahn R., Janarthanam M.K., Katinas L., Kirk P. M., Klazenga N., Kusber W., Kvaček J., Malécot V., Mann D. G., Marhold K., Nagamasu H., Nicolson N., Paton A., Patterson D. J., Price M. J., Prud'homme van Reine W. F., Schneider C. W., Sennikov A., Smith G. F., Stevens P. F., Yang Z.-L., Zhang X.-C., Zuccarello G. C. 2016. (276–279) Proposals to provide for registration of new names and nomenclatural acts// *Taxon*. Vol. 65. N 3. P. 656–658.

Geltman D.V. 2015. *Alisma lanceolatum* With., *Helichrysum arenarium* (L.) Moench, *Hypochoeris radicata* L., *Sonchus palustris* L., *Lonicera pallasii* Ledeb., *Jovibarba globifera* (L.) J. Parnell, *Tillaea aquatica* L. // *Red Data Book of Novgorod Region*. Diton, St. Petersburg.

Geltman D.V. 2015. Phytogeographical analysis of *Euphorbia* subgenus *Esula* (Euphorbiaceae)// *Polish Bot. J.* Vol. 60. N 2. P. 147–161.

Geltman D., Mikheev A., Litvinskaya S., Murtazaliev R., Portenier N., Shvanova V. 2013. Russian Federation// Solomon J., Shulkina T., Schatz G.E. (editors). *Red list of the endemic plants of the Caucasus: Armenia, Azerbaijan, Georgia, Iran, Russia, and Turkey*. Saint Louis: Missouri Botanical Garden Press. P. 179–208.

Riina R., Peirson J. A., **Geltman D. V.**, Molero J., Frajman B., Pahlevani A., Barres L., Morawetz J. J., Salmaki Y., Zarre S., Kryukov A., Bruyns P. V., Berry P. E. 2013. A worldwide molecular phylogeny and classification of the leafy spurges, *Euphorbia* subgenus *Esula* (Euphorbiaceae)// *Taxon*. Vol. 62. N 2. P. 316-342.

Geltman D.V. 2013. Revision of *Euphorbia* sect. *Chylogala* (Euphorbiaceae)// *Willdenowia*. Vol. 43. N 1. P. 5-12.

Marhold K., Stuessy T. (eds.) in collaboration with Agababian M., Agosti D., Alford M.H., Crespo A., Crisci J.V., Dorr L.J., Ferencová Z., Frodin D., **Geltman D.V.**, Kilian N., Linder H.P., Lohmann L.G., Oberprieler C., Penev L., Smith G.F., Thomas W., Tulig M., Turland N., Zhang X.-C. 2013. The future of botanical monography: report from an international workshop, 12–16 March 2012, Smolenice, Slovak Republic// *Taxon*. Vol. 62. N 1. P. 4–20.

Dong Shikui is currently a full Professor at School of Environment, Beijing Normal University and has been appointed as an Adjunct Professor at Natural Resource Department of Cornell University (USA), as well as a fellow of India China Institute, the New School(USA). He also currently serves as an Invited Scientist for Environment Impact Assessment Center for China's Ministry of Environmental Protection and Vice Secretary for Chinese Grassland Society. He has conducted over 10 projects from National Science Foundation of China (NSFC), Ministry of Science and Technology (MOST) of China, Ministry of Agriculture (MOA) of China (MAC) and international funding resources such as Asian Scholarship Foundation (ASF) to examine the problems and solutions in sustainable environments in rural Western china and fragile areas of Hindu-Kush Himalayan regions since 1998. He has authored over 230 peer-reviewed papers, over 30 symposium proceedings and abstracts, and 10 books in recent years on Ecological Restoration, Natural Resources Management, as well as Strategies for Sustainable Development. He recently published a new book titled "Building Resilience of Human-Natural Systems of Pastoralism in the Developing World" (http://www.springer.com/us/book/9783319307305?wt_mc=ThirdParty.SpringerLink.3.EPR653>About_eBook)

