



Bureau of the IUCN Council

7th Meeting (Zoom), Tuesday 27 September 2022 – 11:00 to 13:35 UTC

Draft Agenda

11:00-11:05	Agenda Item 1: Introduction by the President and approval of the agenda
11:05-11:20	Agenda Item 2: Council’s strategic priorities and objectives 2022-25 During the 6 th meeting of the Bureau on 29 June 2022, a process was agreed to complete the Council’s strategic priorities and objectives 2022-25 approved by C107 in May (decision C107/15), with designation of lead responsibility in Council, a timetable and the resources required for each priority/objective. A revised version including the lead responsibility and timeline prepared by the President and VP Peter Cochrane (see the document link hereafter) was transmitted to the DG on 15 September in order to add the required resources – which might take more time beyond the Bureau meeting to complete. <u>Documents:</u> <ul style="list-style-type: none">• B7/2 Council priorities and objectives 2022-25 - revised incl. lead responsibility and timeline 15 September 2022
11:20-11:35	Agenda Item 3: IUCN 20-year Strategy By decision C107/16 , the Council requested the Bureau to “reach out to IUCN Members for expressions of interest to become part of the Council working group and recommend names for appointment by Council before the end of September 2022” taking into account the Working Groups’ ToR approved by Council on 18 August 2022. Deadline for Member nominations is 19 September 2022. Bureau members will receive the list of all nominations soon after the deadline (with CC to all Council members). <u>Documents:</u> <ul style="list-style-type: none">• B7/3 Intersessional Council Working Group 20-year Strategy – List of nominees (all nomination documents can be viewed online via One drive and via Dropbox)
11:35-12:00	Agenda Item 4: IUCN Engagement with TotalEnergies During the 6 th meeting of the Bureau on 29 June 2022, the Bureau “accepted Peter Cochrane and Kristen Walker’s offer to work with the Secretariat reviewing the guiding principles for working with extractive industry and run them by PPC’s Private Sector Task Force (PSTF) with a sense of urgency. Bureau could subsequently take decisions on TotalEnergies” in follow-up to Council decision C107/23 . <u>Documents:</u> <ul style="list-style-type: none">• B7/4 Operational Framework Extractives Sector - revised version 26.09.2022
12:00-12:10	Agenda Item 5: Progress Tracker Review of progress with implementation of Council and Bureau decisions. <u>Documents:</u> <ul style="list-style-type: none">• B7/5 Progress Tracker update 25 Sep 2022
12:10-12:25	Agenda Item 6: IUCN Climate Crisis Commission 6.1 Update on the process for appointing the members of the Steering Committee of the IUCN Climate Crisis Commission <u>Documents:</u> <ul style="list-style-type: none">• B7/6.1 Update on the process for appointing the members of the Steering Committee of the IUCN Climate Crisis Commission
12:25-12:30	6.2 Update on the preparation of Draft ToR of the Climate Crisis Commission by the Interim Steering Committee and process/timeline for Bureau/Council approval

12:30-12:35	<p>6.3 Increased visibility and branding</p> <p>Item postponed from B6 on 29 June 2022 due to time constraints. During the Council meeting on 18 May 2022, the question was raised whether/how better use could be made of the new Commission in particular in the context of the UNFCCC COPs, as working with a provisional Commission and Interim Chair for three years was not considered effective. The Chair, with the support of Council, referred the question of increasing the Commission's visibility and branding to the Bureau for consideration and suggested CEC to designate an expert to facilitate the discussion.</p>
12:35-13:00	<p>Agenda Item 7: Issues with regard to the membership dues</p> <p>In May 2022, the Council <i>“requested the Working Group to assess the situation further and based on that, present a report on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions, including changes to the new Dues Guide that would require electronic voting of the membership by the next Council meeting.”</i> The WG on membership dues, which met in August, reported with recommendations to GCC during its meeting of 6 September 2022 in accordance with the President's request that GCC submit its recommendations in an actionable format to the Bureau by 10 September 2022 with a consideration on whether or not this will have an impact on the 2023 budget. If the Bureau concludes that a decision of the Council is required, this could be achieved by an email ballot, and if also discussion in Council is required, by referring the matter either to the virtual meeting of the Council C108 on 29 November 2022 or to an extraordinary meeting of Council to be scheduled before that time.</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • B7 7 GCC5 – Second report of the Working Group on membership dues dated 6 Sep 2022 • B7/7 GCC5 – Outcomes and recommendations to Council
13:00-13:05	<p>Agenda Item 8: Issues related to the 108th Council meeting</p> <p>8.1 Meetings of the Standing Committees</p> <p>The Secretariat seeks the Bureau's advice on the timing of the standing committees which requested to meet in person at the occasion of the next Council meeting held in Abu Dhabi on 17, 18 and 19 January 2023. Preparations are underway for a three-day Council meeting of which two days are reserved for Council's plenary meeting and one day for committees. Options are:</p> <ol style="list-style-type: none"> a. standing committees meet on 17 January followed by Council on 18-19 January b. Council meets on 17 and 18 January followed by standing committees on 19 January c. standing committees meet for half a day on 17 January to finalize pending issues followed by another half day on 19 January in order to organize the work requested by the Council. Council would begin after lunch on 17 January and end on 19 January at lunch time.
13:05-13:15	<p>8.2 Agenda of the virtual meeting of C108 on 29 November 2022</p> <p>The President will seek the Bureau's advice on the draft agenda for the virtual meeting.</p>
13:15-13:30	<p>Agenda Item 9: Proposed process for the Legal Adviser's evaluation</p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> • B7/9 Proposed process for the Legal Adviser's evaluation
13:30-13:35	<p>Agenda Item 10: Any other business</p>

Time of the call in Bureau members' time zones:

Location	Local Time	Time Zone	UTC Offset
Washington DC (USA – District of Columbia)	Tuesday, 27 September 2022, 07:00:00	EDT	UTC-4 hours
Caracas (Venezuela)	Tuesday, 27 September 2022, 07:00:00	VET	UTC-4 hours
Ottawa (Canada – Ontario)	Tuesday, 27 September 2022, 07:00:00	EDT	UTC-4 hours
London (United Kingdom – England)	Tuesday, 27 September 2022, 12:00:00	BST	UTC+1 hour
Brussels (Belgium – Brussels)	Tuesday, 27 September 2022, 13:00:00	CEST	UTC+2 hours
Geneva (Switzerland – Geneva)	Tuesday, 27 September 2022, 13:00:00	CEST	UTC+2 hours
Amman (Jordan)	Tuesday, 27 September 2022, 14:00:00	EEST	UTC+3 hours
Abu Dhabi (United Arab Emirates – Abu Dhabi)	Tuesday, 27 September 2022, 15:00:00	GST	UTC+4 hours
Delhi (India – Delhi)	Tuesday, 27 September 2022, 16:30:00	IST	UTC+5:30 hours
Colombo (Sri Lanka)	Tuesday, 27 September 2022, 16:30:00	IST	UTC+5:30 hours
Sydney (Australia – New South Wales)	Tuesday, 27 September 2022, 21:00:00	AEST	UTC+10 hours
Corresponding UTC (GMT)	Tuesday, 27 September 2022, 11:00:00		

Council priorities / objectives 2022 – 2025

Priorities & objectives	Desired impact by 2025	Lead responsibility	VP	Timeline ¹	Resources
1-Governance Reforms					
Complete the implementation of the Council Response to 2019 Governance External Review with particular attention to optimal transparency of Council and its effective communication and engagement with Members in the regions, and effective cooperation between Secretariat and Commissions	Each component of the Union effectively performs its statutory functions	DG submits proposals to C108; GCC makes recommendations to C108 on selected proposals that are ready for adoption GCC makes recommendations to C109 on all other proposals taking into account C108 discussion Immediate implementation of approved proposals in 2023-24 “Light” review of results by external reviewer at C112		15Nov22 17Jan23 09May23 Nov24	
2-Resolutions					
Ensuring implementation of all Resolutions and Decisions requiring action by Council with particular attention to: a. 2021 RES 110 establishing a Climate Crisis Commission b. 2021 DEC 148 on increased Member involvement in Congress c. Increased effectiveness / transparency of the motions process d. Impact of armed conflict on biodiversity	Effective implementation of IUCN Resolutions and Decisions adopted by WCC Improved levels of Member participation and confidence in, and management of, Congress and intersessional decision-processes	PPC proposes and Council approves in accordance with the process approved by Council (DEC C107/11) except: a- Interim Chair proposes, Council approves b- Advisory Group proposes, GCC reviews, Council approves c- GCC proposes, PPC and FAC review, Council approves		Overall: 2025 Congress a- ToR approved and Commission operational by/before C108 b- Council approval of final proposals for online vote at C110 c- Idem	

¹ **C108**: 29 November 2022 (Part I – virtual) and 17-19 January 2023 in person; **C109**: May 2023; **C110**: November 2023; **C111**: May 2024; **C112**: November 2024; **C113**: February/March 2025

Council priorities / objectives 2022 – 2025

3-Strategic Vision					
<p>a- Develop the 20 year Strategy incl. a financial strategy to achieve a sustainable Union and submit to Congress</p> <p>b- Measure and communicate the delivery of conservation outcomes and impact of Nature 2030</p>	<p>20 year Strategy delivered and adopted at Congress</p> <p>IUCN financially secure</p> <p>Conservation outcomes and impacts measured</p>	<p>a- DG proposes; Intersessional Council WG reviews (FAC on financial strategy); Council reviews; WG approves the final version for submission to Congress</p> <p>b- DG reports; PPC reviews; Council takes decisions as required</p>		<p>a- Per Council DEC C107/16: C109 draft for consultation C111 approval final version C113 approval of statutory amendments required</p> <p>b- 2025 Congress</p>	
4- Membership value proposition					
<p>a- Modify as required and implement the membership strategy with particular attention to engagement of IUCN Members as part of the <i>One Programme</i> approach</p> <p>b- Improve the transparency of IUCN investment in countries and Regions (programmes, presence, projects)</p> <p>c- Retain and grow State party membership</p>	<p>Increased engagement and satisfaction of Members National & Regional Committees and Commissions in IUCN's work</p> <p>Number of State members is increased</p> <p>Greater equity in the distribution of IUCN resources</p>	<p>a- GCC proposes; Council approves</p> <p>b- DG reports; FAC reviews; Council takes decisions as required</p> <p>c- DG reports; GCC reviews; Council takes decisions as required</p>		<p>Ongoing, annual review by Council, and report to Congress</p>	
5-International positioning					
<p>a- Identify international policy priorities and areas where IUCN can have a maximum impact</p> <p>b- More effectively leverage expertise, networks, collaborations and influence of IUCN's constituent parts and new partners</p> <p>c- Expedited and measured responses to international issues</p>	<p>IUCN's influence is improved and mobilizes all of its constituents</p> <p>High ambition conservation goals are secured</p>	<p>a- DG reports or proposes; PPC reviews; Council takes decisions as required</p> <p>b- DG reports or proposes; PPC reviews; Council takes decisions as required</p> <p>c- CEC to draft, Council to take decisions as required</p>		<p>All by 2025 Congress</p>	

Nominees proposed by members

Nominee
Marco Lambertini
Zdenka Piskulich
H.E. Ghanim Mubarak Al Hajeri
Salima Medouar
Malusi Vatsha
Jamie Christon
Monique Catherine BISSECK Epse YIGBEDEK
Mark Norman
Julissa Briceño
Stuart Brooks
Andrew McMaster
Linda Wong
Dedee Woodside
Alejandro A. Imbach
Stephen J Browne
Sophie Tubiana
John Robinson

IUCN Operational Framework for Engagement with the Extractives Sector

The aim of this paper is to set out how IUCN intends to engage with the Extractive Sector in general – and the oil and gas sector in particular – and give IUCN constituencies confidence in the intent and nature of this engagement with a high level of integrity, scientific rigour and accountability, particularly in terms of transitioning toward net zero and nature positive outcomes.

The Operational Framework for the Engagement with the Extractives Sector provides guidance and clarifies principles under which IUCN Secretariat engages with the extractive sector on bilateral collaborations. As policies and practices for the energy transition and nature positive evolve, this document will be periodically updated.

Section 1. Low carbon and nature-positive future

Climate change is one of the world's most challenging and pressing issues to tackle if the world wants to avoid irreversible consequences on humanity during the 21st century and beyond. The climate change and the biodiversity crises are fundamentally linked and mutually reinforcing ([IPBES-IPCC, 2021](#)). On the one hand, climate change is a key driver of biodiversity loss. The rapidly worsening impacts of climate change on the natural world are highlighted by the IPBES-IPCC report: '*Adaptive capacity of most ecosystems and social-ecological systems will be exceeded by unabated anthropogenic climate change*' (p.15). In this sense, stabilising climate change is one of the prerequisites for any effective biodiversity and ecosystem conservation and restoration actions. On the other hand, nature is critical in contributing to both climate adaptation and mitigation actions and addressing other societal challenges.

Further, scientists unanimously call for an immediate, urgent and radical shift towards cleaner energy sources if the world is to limit global warming below 1.5°C and secure a liveable future in 2050. The window for collective and coordinated actions to curb greenhouse gas (GHG) emissions is narrowing in a context of an increasing emissions gap worldwide ([UNEP, 2021](#)). Such urgency was recently highlighted in the [2022 IPCC report](#), which considers that limiting warming to around 1.5°C requires global GHG emissions to peak before 2025 and in the [2021 International Energy Agency \(IEA\) Net Zero report](#), which calls for no new oil and gas projects, beyond projects already committed as of 2021.

The extractive sector, [defined](#) as activities that take raw materials, including aggregates, oil, gas, metals and minerals from earth is at the centre of both climate and biodiversity challenges has a unique and critical role to play in global efforts to move away from fossil fuel dependency to low carbon and nature positive economic models to align with biodiversity and climate goals as defined under the UNFCCC and CBD global frameworks. Indeed, environmental awareness both within and about the sector has never been greater, and opportunities exist to drive carbon net-zero and biodiversity net gain approaches with individual leading companies and the sector broadly. From a conservation perspective, the direct and indirect impacts are significant; thus, engagement with the extractive sector is a major imperative.

The implication for the extractive sector

To reach a 1.5°C target by 2050, the [IEA \(2021\)](#) estimated that the use of fossil fuels needs to fall from four-fifths of the current total energy supply to one-fifth by 2050, with a demand declining by 98% for coal, 75% for oil and 55% for gas by mid century. To achieve this the world needs that '*beyond projects already committed as of 2021, there are no new oil and gas*

fields approved for development and no new unabated coal plants approved for development' ([IEA, 2021](#)). The remaining fossil fuels in 2050 will be limited to specific goods and activities where carbon is embodied in the products (e.g. some specific plastics or facilities with carbon capture utilisation and storage (CCUS)).

While a low carbon future will require phasing down fossil fuel exploration and production, the shift to cleaner energy models will paradoxically be more material intensive than the current fossil fuel-based energy supply systems ([World Bank, 2020](#)). In 2020, the World Bank estimated that the world will require more than 3 billion tons of minerals and metals to produce low-carbon technologies. The use of some critical minerals required for low carbon technologies is projected to rise significantly to meet global demand-especially for the increase in electrification of industries, electric vehicles and batteries. To illustrate, demand is projected to increase by 965% for lithium, 585% for cobalt, 383% for graphite, 241% for indium and by 173% for vanadium by 2050 as an example. Other rare earth, platinum, palladium and other catalyst materials will see their demand grow with the increasing use of wind-turbine magnet and hydrogen fuel cells or carbon capture, respectively. As we move towards a low carbon future, it is crucial that mistakes from the fossil fuel era are not repeated and mitigated forward. This increasing material demand will require collective efforts to enable a much greater efficiency of material production throughout value chains, which can help to decouple these trends ([IEA, 2019](#)).

As global and national policies and new technologies steer towards improved alignment with a low carbon and nature-positive pathways, the extractives sector has a role to play from the adjustment of exploration and production in the supply side to shifting energy and minerals supply and demand patterns. Any significant contribution to implementing climate and biodiversity goals will require an integrated and coordinated approach among stakeholders at different levels. Therefore, IUCN engages with the key players in the sector, in collaboration with operators, regulators and others, to help ensure the environmental and social impacts are directed and managed according to the latest examples of best practices, guidance and policies.

IUCN recognises that there are high risks of engaging with industries and companies that extract and produce fossil fuels, however it also recognises that there are considerable opportunities to guide and accelerate change in this sector to achieve a just transition from fossil fuels and to a nature positive future.

IUCN Secretariat principles for engaging with the extractives sector:

- IUCN considers that there is an urgent and immediate need for the world to stay within a 1.5°C aligned carbon budget.
- IUCN supports a just transition away from the current fossil fuel-based economy that avoids unintended negative consequences on people and nature.
- IUCN supports the global goal to halt and reverse biodiversity loss by 2050.
- IUCN will maintain operational independence from fossil fuel funding and therefore, funding from these bilateral engagements will be limited to programmatic delivery towards their low carbon transition and implications on biodiversity and nature.
- IUCN will not work with companies that have not made genuine commitments to the Paris Agreement target and to halting and reversing biodiversity loss

IUCN recognises that a significant number of private and public actors in the extractives sector, particularly the fossil fuel industry, are not on track to meet climate and biodiversity global goals. In this regard, IUCN:

- Urges private and public sector actors to set Science-based Targets (SBT) validated by the Science-based Targets Initiative (SBTI) and align their decarbonisation plan within a 1.5°C trajectory in the short, medium- and long-term;
- Urges private and public actors to stop exploring for and extracting new oil and gas projects as well as no new coal mines or mine expansions as of 2021.
- Urges the fossil fuel industry to focus on rapid and urgent mitigation actions that result in direct and substantial reductions in Scope 1,2 and 3 greenhouse gas emissions.
- Encourages companies in the fossil fuel sector to invest in Nature-based Solutions for mitigation as **an additional action beyond their value chain** and URGES them not to use any resulting credits within their SBT nor net-zero strategies until there is adopted guidance from the SBTI for the oil and gas sector that companies should adhere to.
- Expects all private and public actors to achieve at least No Net Loss (NNL) and preferably Biodiversity Net Gain (BNG) in all new operations or expansions.
- Expects all private and public actors to contribute to robust nature-positive actions and outcomes within the context of a just energy transition, working to ensure greater access to renewable energy for communities that have little or no access to affordable and reliable energy sources that have been ignored during the fossil fuel era
- Expects corporate recognition of ILO Convention 196 and the provisions of the United Nations Declaration on the Rights of Indigenous Peoples, including a commitment to meet the requirements of IFC Performance Standard 7
- Will prioritise working with companies that are making a meaningful transition from financing and/or undertaking fossil fuel exploration and production.
- Expects corporate partners/collaborators to genuinely support the goals and aims of the Paris Agreement and do not directly or indirectly (via other platforms) seek to undermine the Agreement.

The following sections provide the IUCN Secretariat with clear objectives, guidance and conditions to support the institution's effective engagement with the sector.

Section 2. Objectives of the Operational Framework

The overarching objectives are inter-related:

1. Drive the sector toward a low carbon and nature positive economic development model aligned with what is needed to keep climate change under 1.5 C, while mitigating the risks of any negative consequences on people and nature;
2. Avoid and reduce negative impacts from extractive activities on biodiversity, ecosystem services, and natural resource-dependent livelihoods; and
3. Aim for the highest possible biodiversity net gain related to extractive sector operations, as well as additional conservation benefits derived from improved land and sea management.

Section 3. Application of the Operational Framework

This framework informs the work of the IUCN Secretariat on strategic and technical approaches and projects related to the extractives sector, particularly those focussed on the extraction of fossil fuel, mineral, and aggregate resources. It includes bilateral collaborations and specific projects. The engagement with the wider energy sector (e.g., hydropower, solar, nuclear, geothermal, electrical infrastructure, etc) is not dealt with in this document.

The scope of the application of this framework is global and focuses on policy engagement as well as operational approaches for working at national and site levels. While the current emphasis of direct engagement is on larger corporate operators (as this is where IUCN has leverage and can also mobilise funding), these operational principals and guidance also apply to any future engagement with smaller and medium-sized actors, as well as other important non-state or state stakeholders and actors.

This framework aligns with and is complementary to:

- o IUCN Business Engagement Strategy (2012)
- o IUCN Project Guidelines and Standards (2015)
- o IUCN Environmental and Social Management Framework (2015)
- o IUCN Operational Guidelines for Business Engagement (2016)
- o IUCN Union Nature 2030 Programme
- o IUCN Contract Review Procedures (2018)
- o IUCN Position Paper for UNFCCC COP26 (2021)
- o IUCN Biodiversity Offsets Policy (2016)

Section 4. IUCN Secretariat conditions for engagement

- IUCN will require a commitment and an adherence to a 1.5°C trajectory that is sufficient to achieve Net-Zero by 2050 at the latest, represented by a science-based target validated by SBT, as soon as guidelines become available, which have proximate annual targets based on direct cuts in emissions.
- IUCN will develop a system that will allow both IUCN and partners to measure the company performance regarding the engagement's principles and trajectory to 1.5°C, to enable IUCN to review and adjust partnerships
- Following the IEA recommendations in its Net Zero by 2050 report (2021) and IPCC recommendations, for a broader corporate engagement, IUCN will not support nor engage in any activities associated with new oil and gas projects as of 2021 nor will it engage in any current or future oil and gas infrastructure developments that could result in expansion of oil and gas operations by either the company concerned or a third party beyond current 2021 operating levels.
- IUCN will engage with extractives industries in aspects such as biodiversity impacts, nature investments and NbS for climate change adaptation. IUCN will only work with companies on NbS for mitigation if these actions and credits are used beyond the value chain and not as part of science-based targets nor net-zero strategies until there is adopted guidance from the SBTi for the oil and gas sector that companies should adhere to. =.
- IUCN will not support nor engage in any extractives and exploration operations in Category I and II Protected Areas or that risk directly impacting the maintenance of World Heritage Sites' OUVs.
- IUCN will only work with companies that consistently apply the mitigation hierarchy as described in the IUCN Biodiversity Offsets Policy
- IUCN will develop a clear pathway and guidance for transformative actions to influence the sector and intervene in the landscape, including access to sectoral bodies such as ICMM IPIECA, OGCI or IOGP; and/or at the landscape level through involvement with public and private institutions; and with the financial sector to help accelerate and scale up conservation efforts and a just transition from fossil fuels.
- Proactive engagement around human rights and adherence to global best practices on human rights

Any of the above conditions may be a trigger point for discontinuance of the engagement

How we do it

All potential engagements with the extractives sector are subject to a thorough assessment following IUCN's Operational Guidelines for Business Engagement as well as a close review of IUCN Resolutions and Recommendations. This assessment may include engagement with governments as well as companies, particularly in the cases of State-owned companies. High risk programmatic areas or collaborations will result in a full due diligence process involving a consultation with Members and Regional Offices and may be elevated for discussion to the Private Sector Task Force, as has been done in the past.

Given the high risks and opportunities involved in engagement with the extractives sector any potential collaboration must be developed in close consultation with the Enterprise and Investment team, where IUCN Secretariat has dedicated and experienced capacity on private sector engagement. Furthermore, any substantive engagement with the extractive sector must include an adequately resourced role for the Enterprise and Investment team to guide and maintain quality assurance with respect to the contents of this Operational Framework.

This framework is delivered by:

- Undertaking systematic analysis and management of significant risks and opportunities associated with specific engagements, including the commitments and actions of the companies concerned;
- Building a transparent, trusted and honest relationship with collaborating companies and governments through open communication and the provision of information and advice;
- Ensuring direct and sustained consultation with relevant IUCN Members and Regional Offices with respect to specific place-based engagements;
- Promoting science and evidence-based mutual learning;
- Considering wider landscapes and context;
- Enhancing capacity with key stakeholders, principally companies and governments;
- Championing the application of rights-based approaches; and
- Providing input into, and adopting, relevant sustainability standards and certification schemes.

Annex I. Potential tools and approaches

This framework proposes a number of relevant approaches for engaging the extractives sector, such as:

Project development, standard and tool application:

- ✓ *Build operational and policy engagements around a **robust application of the mitigation hierarchy**, in particular toward No Net Loss and preferably Biodiversity Net Gain, as described in IUCN's Biodiversity Offset Policy (technical assistance)*
- ✓ *Develop approaches, frameworks and tools to measure biodiversity footprint and monitor progress in impact reduction and positive contributions to nature*
- ✓ *Developing **approaches** to mitigate and avoid unintended consequences on people and nature with new energy models (guidance)*
- ✓ *Developing guidance on clarification of the role of nature in **decarbonisation strategies** (guidance)*
- ✓ *Facilitate **evidence-based, science-led solutions to major environmental challenges** associated with the industry (e.g. ISTAPs, NBS).(technical assistance)*
- ✓ *Convene experts (e.g. BNG Protocol, Advisory Committees) to **provide targeted and timely advice** to operators seeking to improve their practices. (third party assurance)*
- ✓ *Promote and facilitate **data analysis**, synthesis and utilisation for management purposes, especially IUCN-backed tools (e.g., IBAT, Red List, WDPA, STAR, Nature Based Solutions Standard, etc.) (technical assistance, third party review)*

At landscape and sectoral level:

- ✓ *Ensure that **appropriate policy and enabling environments** are in place at national, regional and global levels. (policy influence)*
- ✓ *Support actions that facilitate an **accelerated trajectory towards a low carbon economic model**, including enhancing the contribution of non-state actors.*
- ✓ *Develop **public and private partnerships** to foster climate and biodiversity policy implementation at regional, national and subnational level (policy influencing and implementation)*
- ✓ ***Mobilise finance** and develop financing mechanisms with private and public stakeholders to scale nature-based solutions up at landscape level (e.g. SCF, Nature + Accelerator) (financing)*
- ✓ *Advocate for and advise on the **inclusion of operational best practice in regulatory and lending requirements**, including: recognising and reducing operational impacts and risks, promoting Biodiversity Net Gain, encouraging landscape and seascape approaches (e.g., Biodiversity Offsets Policy, KBA Guidelines). (policy influence)*
- ✓ *Drive the **implementation of best practices** across the sector, from the local operations to commitments at company level to industry-wide standards and norms (e.g. through third party organisations).*
- ✓ *Challenge, promote and enable transparency and **improvements in corporate and governmental policies**, in particular with landscape planning, impact assessments and the establishment and reporting of biodiversity targets.(policy influence)*

Annex III. Select Relevant IUCN Resolutions and Recommendations

[WCC 2020 Res 033](#) : Promoting biodiversity preservation through environmentally friendly energy transformation measures

[WCC 2016 Res 056](#) , IUCN response to the Paris Climate Change Agreement

[WCC 2016 Res 066](#) , Strengthening corporate biodiversity measurement, valuation and reporting

[WCC 2016 Res 054](#): Protecting the world's greatest salmon fishery in Bristol Bay, Alaska from large-scale mining

[WCC 2016 Res 053](#): Protecting coastal and marine environments from mining waste

[WCC 2016 Rec 102](#): Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development

[WCC 2012 Res 102](#): Human rights and access to natural resources in Latin America

[WCC 2012 Res 090](#): Exploration for and exploitation of unconventional gas or liquid fossil fuels

[WCC 2012 Res 079](#): Protection of the deep ocean ecosystem and biodiversity from the threats of sea bed mining

[WCC 2008 RES 089](#): Establishing the IUCN Extractive Industry Responsibility Initiative

[WCC 2008 REC 136](#): Biodiversity, protected areas, indigenous peoples and mining activities

[WCC 2004 RES 059](#): IUCN's energy-related work relevant to biodiversity conservation

[WCC 2004 REC 082](#): The Extractive Industries Review

[WCC 2000 REC 082](#): Protection and conservation of biological diversity of protected areas from the negative impacts of mining and exploration

Progress Tracker - status 25 September 2022

Progress tracker

The present document is intended to track progress on all actions points agreed by Council and Bureau since the 2021 Congress

Origin: Council	Origin: Bureau
Completed	

#	Action required...	...by	Responsible	Timing	Status
1	Comments/suggestions from IUCN Members on the Draft Agenda C107 and 2022 Work Plan and Budget: <ul style="list-style-type: none"> Member comments related to the 2022 work plan and budget will receive an individual response from the DG comments related to TotalEnergies and the climate crisis commission will be considered at C107 in person in May 2022 	C107 Feb22	DG Council	19 May 22	
2	Conflict of interest disclosure form: <ul style="list-style-type: none"> Council members fill out, sign and return the form (attached to the Council's Code of Conduct) to the Secretary to Council by the end of C107 in person on 19 May 2022. During the Council Retreat on 16 May, the deadline was changed to the end of the Retreat on 17 May. 	C107 Feb22 Council Retreat	Council members	17 May 22	All COI declarations posted in Union Portal
3	Council's strategic priorities and objectives for 2022-25: <ul style="list-style-type: none"> Secretariat sends Word version of the notes taken during the discussion (Miro white board) Standing Committee Chairs organize the committees' further inputs on this topic and transmit them to the President Bureau, with the support of the Secretariat, elaborates a proposal for discussion and decision in May Bureau to make a recommendation to Council on the lead responsibility in Council, the timeline and resources required for each priority and objective 	C107 Feb22 C107/15 B6	Secretary Chairs FAC, PPC & GCC Bureau	4 May 22	See DEC C107/15 On the agenda of B7
4	Director General's Report and Strategic Objectives 2022: <ul style="list-style-type: none"> The Director General will respond in writing, in advance of the May meeting, to the questions and comments from Council members raised in February on his report and proposed objectives incl. elaborating on his strategic objectives, adding quantifiable deliverables and clarifying how the proposed objectives deliver on the IUCN Programme. 	C107 Feb22	DG President/DG	4 May 22	See document C107/2/2 APPROVED B6/2

Progress Tracker - status 25 September 2022

	<ul style="list-style-type: none"> Discussion on the DG's objectives will focus on selected topics of strategic importance to IUCN identified and prepared in cooperation with the President. Council (May 2022) agreed that a small group of "friends of the chair" with Imen Meliane, Ramon PerezGil, Christina Voigt and Nihal Welikala, work with the DG to finalize his objectives incl. indicators, on the basis of the comments submitted by Council members during the discussion which they were requested to submit in writing. The Bureau was requested to approve the revised version as soon as possible, followed by Council validation of the Bureau's decisions through the normal no-objection procedure. 	C107 May22			
5	Work Plan and Budget 2022: <ul style="list-style-type: none"> FAC proposes to Council a process to develop the long-term financial strategy as outlined in FAC's Outcomes and recommendations to Council and in Congress Decision 147, in time for Council's consideration in May 2022 	C107 Feb22	FAC	4 May 22	See document C107/4/2
6	Climate Crisis Commission: <ul style="list-style-type: none"> approval of criteria for the positions of Interim Chair and Steering Committee member send criteria to IUCN Members and Commission members inviting them to send expressions of interest by 28 April propose to Council candidates for Interim Chair Council appoints Interim Chair (IC) IC proposes to Council names for Interim Steering Committee (ISC) with support of the Bureau Council approves membership ISC IC and ISC propose to Council draft ToR for the Commission undertake the gap analysis in time to distribute to Council Bureau referred to Council in May the question in which capacity the Interim Chair will be invited to participate in the Council the question of increasing the Commission's visibility and branding was referred to the Bureau for consideration and suggested CEC to designate an expert to facilitate the discussion 	C107/2 Feb22	Bureau Secretariat Bureau Council IC/Bureau Council IC / ISC PPC Council	10 Mar 22 17 Mar 22 4 May 22 19 May 22 30 Jun 22 31 Jul 22 15 Oct 22 4 May 22 19 May 22	Call for EOI & criteria approved by Council 12 March 2022 Criteria sent to IUCN Members & Commission Members 17 March 2022 See DEC C107/12 For the gap analysis, see document C107/3/6 On agenda B7 The question of visibility and branding is on the agenda of B6
7	Status of the discussion on climate and biodiversity: <ul style="list-style-type: none"> DG explains to Council the process and timing of engaging Council and the Commissions, with suggestions of how to improve and clarify it 	C107 Feb22	DG	18 May 22	See outcomes of the discussion in DEC C107/17

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	<ul style="list-style-type: none"> • Council requested the Programme and Policy Committee to: <ul style="list-style-type: none"> ○ develop the necessary modifications to IUCN's procedures in order to achieve agreed upon IUCN policy positions (as directed by the Congress); and ○ in cooperation with the Secretariat, recommend to Council a strategy for enhanced policy engagement and advocacy. 					
8	<p>Membership dues:</p> <ul style="list-style-type: none"> • Bureau establishes a working group to work with the Secretariat to enable Council to fully understand the membership issues raised and to propose options to solve them • Compile a dossier about what Councillors agreed and will communicate to IUCN Members 	C107 Feb22	Bureau President		<ul style="list-style-type: none"> • Approved by Bureau 4 March (B1/3); validated by Council 28 March) • President's communication to Council, IUCN Members and members of the Secretariat 28.02.2022 	
	<ul style="list-style-type: none"> • Council WG delivers report to Council on the first part of its mandate (study issues with regard to the recent increase of membership dues resulting from 2021 Congress decision 152 & options to resolve them) • Council WG delivers report to Council on second part of its mandate (requested by 2021 Congress Decision 152) 	B1/ 03Mar22	Council WG	20 Apr 22 28 Oct 22	See Council doc. C107/9	
	<ul style="list-style-type: none"> • Council recommended stronger and responsive communications from the Secretariat with the membership regarding the new Dues Guide and its application; • Council advised the Secretariat to apply flexibility on a payment schedule over two years on the condition to have part of the dues paid in 2022; and • Council requested the Working Group to assess the situation further and based on that, present a report on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions, including changes to the new Dues Guide that would require electronic voting of the membership by the next Council meeting 	C107/20	Secretariat Secretariat Council WG		On agenda B7	
9	<p>Next World Conservation Congress:</p> <ul style="list-style-type: none"> • add the two proposed secondary criteria to the detailed Statement of requirements to be issued to the pool of candidates for the bidding process • Council requested the standing committees to prepare for Council approval: 	C107/8 Feb22 C107/14	DG		C108	The 2 proposed secondary criteria have been included in the Statement of Requirements

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	<ul style="list-style-type: none"> o broad guidance for the next motions process for both the Motions Working Group (when it will have been established) and the Secretariat; and o draft amendments to the Statutes, Rules of Procedure and/or Regulations to improve the motions process, aligning both the content and approval process of its proposals with those of the Advisory Group on the revision of the Statutes. • Council requested the Congress Preparatory Committee (when it will have been established) to take into account the 2021 Congress participant surveys during the preparations for the next Congress 	C107/14		C108	
10	<p>Calendar of Council meetings 2022-25:</p> <ul style="list-style-type: none"> • Council members who have objections to the proposed dates for Council (C108 and following) write to the President • President confirms the date of the 108th Council meeting • President confirms the dates for the Council meetings in 2023-24 during C107 in person in May • Dates C108 to be reconsidered because overlapping with CBD CoP15 • After C107 in May, the chairs of the standing committees requested that committees be given a full day for an in person meeting prior to each physical Council meeting 	C107 Feb22	Council members President President	11 Mar 22 11 Mar 22 19 May 22	DEC C107/25 for the dates of Council meetings On the agenda of B7
11	<p>Calendar of Bureau meetings 2022</p> <ul style="list-style-type: none"> • Issue Doodle poll to determine the date of meetings in April, June and September 	B1 Mar22	Secretary		
12	<p>Process for dealing with letters addressed to the Council</p> <ul style="list-style-type: none"> • In response to a request from Bureau members to be informed about the response given to letters addressed to Council, the President explained that she was going to elaborate with the Secretary to Council a process for dealing with letters addressed to the Council and bring it to the Council's attention. • Letter NRDC 23Nov21 regarding the motions process • Letters with comments on C107 agenda: see line 1 of the present table • Letters NRDC 1Feb22 and WCS 16Feb22 about SSC's "<i>Situation Analysis on the Roles and Risks of Wildlife in the Emergence of Human Infectious Diseases</i>" 	B1 Mar22	President & Secretary		<ul style="list-style-type: none"> - NRDC and WCS received responses to their letters from the DG about the SSC's Situation Analysis - NRDC's letter regarding the motions process will be considered as part of the implementation of DEC C107/14.

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	<ul style="list-style-type: none"> Letters French and US Nat. Committee, and the Interregional Committee, April 2022: Council transmitted the letters to the Bureau for its consideration. 	C107/24			
13	<p>Annual Report and Financial Statements 2021</p> <p>Council, <u>requests</u> the DG to provide additional detail to the FAC (on CHF1M transferred to designated reserves and approved as part of the 2022 budget), and <u>requests</u> the Secretariat, the Commissions and FAC to further develop and agree on guidance for potential carryover of Commissions Operating Funds beyond (4-year) Council sessions.</p>	C107/10 May22	DG DG Commissions FAC		
14	<p>IUCN 20-year Strategy (2021 Congress DEC 147)</p> <p>Bureau to:</p> <ul style="list-style-type: none"> a. make a recommendation to Council, by the end of June 2022, on the ToR of the <i>“intersessional Council working group including IUCN Members to lead and work with the Director General”</i> as required by 2021 Congress Decision 147, and on the financial requirements to implement it; b. reach out to IUCN Members for expressions of interest to become part of the Council working group and recommend names for appointment by Council before the end of September 2022; c. outline the details of a consultation process that also involves Members, National and Regional Committees, Commissions, strategic partners and Regional Conservation Forums; and d. report to the Council on progress in line with the timeline of the Strategy process <p>Financial Strategy “The Secretariat would submit to the Bureau a proposal of Terms of Reference for an external consultant to support content as part of the cost of the 20-year strategy, including the finance strategy, by the end of June.” (Summary Minutes C107, Agenda Item 2ter)</p>	C107/16 C107	DG	30June22	On the agenda of B7
15	<p>Review of actions required from Council as specified in 2021 Congress Resolutions, Recommendations and Decisions</p> <ul style="list-style-type: none"> - PPC reports to Council with progress and/or recommendations on a regular basis on the 13 Resolutions/Decisions listed in Annex 2 to DEC 107/11 	C107/11 C107/13		C108 C108	

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	- GCC reports to Council with progress and/or recommendations on a regular basis on Decisions 148 (Advisory Group) and 145 (operating rules and oversight of National/Regional/Interregional Committees)	GCC3			
16	<p>Constituency issues</p> <ul style="list-style-type: none"> - Accepting the recommendations of GCC, Council noted that it was worth analysing as well if the Membership application form should include other policies that needed to be respected or a reference to Members' contribution to the IUCN Programme. It was agreed, however, that the question on Sustainable Use Policy warranted a revision. (C107 Summary Minutes, Agenda Item 7.1) - GCC monitors follow-up to Council recommendation to the Interregional Committee for Europe, North and Central Asia to amend Article 3.2 of its By-laws 	C107	GCC		
		C107/19	GCC		
17	<p>Appointment of the Legal Adviser</p> <p>Bureau to facilitate the implementation of decision C107/22 by which Council decided to</p> <ol style="list-style-type: none"> 1. Renew the appointment of Ms. Sandrine Friedli Cela as Legal Adviser on the recommendation from the Director General; 2. revise the Regulations concerning the appointment of the Legal Adviser; 3. develop procedures for the appointment and evaluation of the Legal Adviser. 	C107/22	Bureau		On the agenda of B7
18	<p>IUCN engagement with TotalEnergies</p> <p>Council decided to establish a Council working group on engagement with the Private Sector, composed by members of Council, Secretariat and additional experts as needed, and requested the Bureau to decide on the composition of the Council Working Group and the timeline.</p>	C107/23	Bureau		On the agenda of B7

From: [PULGAR-VIDAL Manuel](#)
To: [IMBSEN Louise](#)
Cc: [EGGERMONT Hilde](#); [MENON Vivek](#); [WALKER Kristen](#); [DE WEVER Luc](#); [KIMEU Michelle](#); [STEWART Jain](#); [Vanessa Morales](#); [Dana Brunner](#)
Subject: ISC of the IUCN Climate Crisis Commission teleconference
Date: 13 September 2022 15:00:59

Dear All

After some calls we had, and by taking your recommendations for the ISC Climate Crisis Commission, I have had calls with the 18th proposed member of the list sent on July 29th and some others to propose a final list of 20. All of them have shown strong willingness, good skills and knowledge from diverse disciplines to contribute to the Commission.

As for that I will send today to Razan the proposed list of 20 that I hope can make the Commission able to convene its first call soon as clock is ticking, COPs are coming and we have to quickly develop actions that can promote visibility as well as to define our mandate, criteria for membership and work plan.

Saludos

Manuel

	Name	Nationality	Gender	Background
1	Andrea Carmen	USA	F	Human rights, IP rights
2	Ana Tiraa	Cook Islands	F	Env. Studies, Natural resources management
3	Christopher Dunn	USA	M	Env. Science and Forestry
4	Brendan McKey	Australia	M	Climate resilient, climate risks
5	Natalie Morata	France	F	Oceanographer, biogeochemist
6	Li (Aster) Zhang	China	M	Ecology, biology, climate mitigation and adaptation
7	Chiara Oberle	Swiss, Italian	F	Environmental and Natural Resources Law
8	Mina Esteghamat	Iran	F	Env. Science, agroforestry
9	Daniela Ortiz	Colombia	F	Economy, gender, IP rights
10	Daniel James Jiron	USA	M	Natural resource, forestry, public agency management
11	Aby Drame	Senegal	F	Env. Science, geography
12	Scott Fulton	USA	M	Climate change and env. governance
13	Cathy Yitong	UK	F	Sustainable finance, youth

14	Myrna T. Semaan Haber	Lebanon	F	Biological science, project development
15	David King	ZA	M	Climate change repair
16	Sunita Chaudhary	Nepal	F	Geography & Planning
17	Mark McGuffie	UK	M	Collaborative partnership for emerging challenges
18	Michael Wilson	US	M	Science
19	Ravi Prasad	India	M	Climate Change negotiations
20	Ramiro Fernandez	Argentina	M	Climate action agenda



IUCN Council 2021-25
Governance and Constituency Committee (GCC)
 (4rd Meeting)

Virtual meeting, Tuesday 6 September 2022 from 15:30 to 17:00 UTC/GMT

GCC 5 OUTCOMES AND RECOMMENDATIONS TO BUREAU OF IUCN COUNCIL

No	Agenda Item	For information / discussion / decision
1	Approval of the Agenda	The Committee approved the agenda without modification or addition.
2	Membership dues recommendations to Bureau	<p>The Second report of the Council Working Group on Membership Dues was presented by Maud Lelievre. The Secretariat presented the analysis of membership dues and its current status which was fed into the working group report</p> <p>The Committee thanked the WG and Secretariat for the work thus far while noting that further work is required in this process. The GCC recognized that a little over half the Members (57%) have paid the 2022 dues while noting with concern that nearly half have not. Some members had represented to GCC members that they were facing financial difficulties and the GCC urged the secretariat and the WG to find a solution both to individual cases as also to underlying structural issues</p> <p>Secretariat reminded the Committee that communication with FAC on the Membership Dues is crucial for the 2023 budget discussion, as the Membership Dues are one of the main unrestricted IUCN incomes.</p> <p>GCC <u>asks</u> the WG to:</p> <ul style="list-style-type: none"> i) Develop key messages on the Membership Dues situation for Councillors and Regional Offices with the aim of aligned communication to current and potential future Members. ii) Propose a procedure for the particular cases (zoos, universities and sporting associations and other venue-based organizations) and consult members from the previous Council Task Force on Membership Dues where necessary. <p>GCC <u>asked</u> Secretariat to:</p> <ul style="list-style-type: none"> i) Provide a breakdown of the Members that had between 100 and 999% increase in their dues in equal blocks. This breakdown is to include a regional break down and how many Members paid their dues. ii) Share further relevant background information that includes but is not restricted to those from the previous Councillor's Task Force. iii) Continue to monitor the numbers and continue communication between the Secretariat and Members, resolving any queries and re-assessing the dues where appropriate. iv) Propose a survey of Members that would, among other items, take the pulse of their financial situation and their likelihood to remain members of the union. <p style="background-color: yellow;">GCC recommends that the Bureau of IUCN Council:</p> <ul style="list-style-type: none"> i) <u>Takes note</u> of the Second report of the Council Working Group on Membership Dues; and ii) <u>Asks</u> the Secretariat to send the membership fee invoice for 2023 in November 2022 together with an explanatory note on the Membership Dues situation.
3	A.O.B.	GCC reiterated the ask to Secretariat to share the documents at least three days in advance of the GCC meeting.
Council participants: <ul style="list-style-type: none"> - Vivek Menon, Chair - Maud Lelièvre, Vice-Chair (left after 1h) - Ana Di Pangracio - Christina Voigt (left after an hour, proxy to Imen Meliane) - Gloria Ujor - Imen Meliane - John Smaranda - Keping Ma - Shaikha Salem Al Dhaheri - Sixto Incháusteguí 		Regrets & Proxies <ul style="list-style-type: none"> - Carl Amirgulashvili – proxy to John - Ramiro Batzin Chojoj - Ramon PerezGil – proxy to Vivek Menon Secretariat: <ul style="list-style-type: none"> - SungAh Lee, Deputy Director General - Sabrina Nick, Governance Unit - Louise Imbsen, Governance Unit - Iain Stewart, Head of Membership and Commission Support

Second report of the Council Working Group on Membership Dues

1. The objective of this Working Group

During the virtual part of the 107th Council meeting held on February 2022, the Council requested the Bureau to set up a working group (WG) to work with the Secretariat to enable Council to fully understand the membership dues issues. The decision of the Council last May was as follows:

COUNCIL DECISION C107/20

The IUCN Council,

Recognizes the importance and time needed to further develop solutions for the challenges faced by IUCN Members regarding the increase of the membership dues following the implementation of the [IUCN Membership Dues Guide](#) adopted by IUCN Members in February 2021;

Recognizes that improvements are needed in how the Secretariat communicates dues changes and issues to Members;

Recommends stronger and responsive communications from the Secretariat with the membership regarding the new Dues Guide and its application;

Advises the Secretariat to apply flexibility on a payment schedule over two years on the condition to have part of the dues paid in 2022; and

Requests the Working Group to assess the situation further and based on that, present a report by the next Council meeting on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions, including changes to the new Dues Guide that would require electronic voting of the membership.

2. Current status – Payments of membership dues

La última reunión de la GCC del 26 de agosto permitió detallar los puntos siguientes:

- Members facing a 1000%+ increase in dues there is an impact on payment, however most of the 35 members with high increases have now paid their dues or are in the process of paying.
- For the 8 Members with 1000%+ increase which have paid their dues, some were revised and their dues lowered but they are still shown under this category since initially they had 1000%+ increase.
- 829 members out of 1438 have paid their 2022 dues

Table below summarize the impact of this increase as well as the Members that have already paid by 10th August.

% of dues increase based on the re-assessment and new Dues guide	# Members (invoiced)	Membership who have paid their dues as of 10 August 2022	Percentage of members who paid their dues as of 10 August 2022
Dues decreased	344	231	67.10%
Unchanged	179	102	56.90%
1-39% increase	571	279	48.90%
40-99% increase	91	60	66.00%
100-999% increase	149	84	56.40%
1000%+ increase	35	8	22.90%
Sub total	1,369	759	55.40%*

*Kindly note that as of 10 August 57% have paid their dues including the 33 special cases of WWF collective dues

3. Analysis of the results of the requests

- a. Most claims have been resolved:
 - i. 86 Members have already paid and 19 are awaiting payment.

Status of 150 claims raised (105 solved – 40 being resolved)	
Solved - Dues paid	86
Solved - Waiting for payment	19
Unresolved - working on it with Finance/Member to find a solution; Council decision C/107/20 should help	40
Withdrawal	5
Grand Total	150

- b. There is no significant difference compared to previous years' payments
- c. Among the 40 cases 8 relate to Members that experienced an increase of 1000% or more

4. Particular cases

- i. Venue based organizations (including zoos, museums, aquariums, universities, botanical gardens as mentioned in the previous WG of the previous council with a focus on zoos and universities)
- ii. Sports associations (for now we do not have many sports associations as members)

For the particular cases listed above - on which we have had several points of discussion and interest -we propose additional analysis, including an analysis of the payment trends of these particular cases, and a review of options. This could result in

a recommendation to Council to have a separate dues scale for these classes of Members. The creation of a separate dues group would require a statutory amendment and a vote by the membership.

5. Recommendations

- i. i. Send to Members the membership fee invoice in November with a special letter for some members (from the above categories for which situation has not been solved may be hold as necessary.)
- ii. In application of the Council Decision (as evidenced in the first part of this report), continue to monitor the numbers and continue communication between the Secretariat and Members, resolving any queries and re-assessing the dues where appropriate.
- iii. Propose a procedure for the particular cases (see point 4) - zoos, universities and sporting associations and other venue based organizations -.
- iv. If validated by the Council, propose and hold a voting process.

6. Conclusions

- a. It is not possible to exempt Members for this year due to the application of the Statutes (see discussion in the Council on the subject).
- b. In the case of NGOs, Africa has the biggest % of unpaid Members up to date (64% of Members in the region, 125 NGOs) followed by South and East Asia (48% of Members in the region, 117 NGOs). However, important to note that in South and East Asia there are also 122 Members that have already paid. West Europe has the most number of paid NGO Members so far (214 NGOs).
- c. It is relevant to look at other causes affecting payments or the decision of organisations to continue in the Union. In terms of the payment rate by membership category, States have historically been the slowest and continue to be the slowest (however State Members are not affected by the new Dues scale) followed by National NGOs. It is also important to note the payment reminders have not gone out as frequent as the previous years. A reminder will go out in September which is expected to accelerate payments as in previous years.
- d. it is proposed to do a survey among the members (October) on the financial question to see if some ngos would feel in difficulty in a shifted way by effect of the covid - according to the answer and submitted to the vote a possibility of reduction for the members could be considered
- e. Need to have measures adapted to the different types of NGOs within which the increases have been too high or too important, both in number and in scale.



INTERNATIONAL UNION FOR CONSERVATION OF NATURE

7th Meeting of the Bureau of the IUCN Council
by conference call, 27 September 2022, from 11 AM to 2 PM UTC

Summary Minutes

Attendance: The list of participants is attached hereafter as Annex A.

Agenda Item 1: Introduction by the President and approval of the agenda

The Bureau approved the agenda ([Bureau document B7/1](#)) without modification.

DECISION B7/1

The Bureau of the IUCN Council,
Adopts the agenda of its 7th Meeting. (Annex 1)

Agenda Item 2: Council's strategic priorities and objectives 2022-25

The President presented a version of the Council's strategic priorities and objectives 2022-25 ([Bureau document B7/2](#)) revised to make it more succinct and include responsibilities in Council for preparing proposals and a timeline. Also added for each priority was the name of a Vice-President accepting to support the Council committees to deliver by the indicated time and to keep the Council informed of progress. In response to the Bureau's request that also Secretariat focal points be added, the DG, while giving indications for some of the priorities, explained that he would confirm the names of the Secretariat focal points for each priority.

DECISION B7/2

The Bureau of the IUCN Council,
In response to the request of the Council (decision C107/15, May 2022),
Recommends to the Council to approve the revised version of the *IUCN Council's priorities and objectives for the term 2022-25* as well as the lead responsibility in Council and timeline (Annex 2),
and
Invites the Director General to bring forward to Council for its consideration at the time the Budget 2023 is presented, a request for additional resources, if any, required to provide Secretariat support for any Council priority / objective.

Agenda Item 3: IUCN 20-year Strategy

Reviewing the 17 nominees received by the deadline of 19 September 2022, the Bureau regretted the lack of indigenous persons and, while some nominees were young, they may not be representative for the voice of youth. A good mix was needed between experience and the diversity of age in the group. The Bureau therefore agreed to reserve two seats, one for indigenous people and one for youth, and to ask Appointed Council member Ramiro Batzin to reach out to the Indigenous Peoples' Organization Members for nominations of one or more indigenous persons, and to ask the Chair of CEC for nominees of individuals who could represent youth in the group. In view of facilitating Bureau members' selection of 8 candidates, one from each region and with no two of them from the same country, the Bureau requested the Secretariat to add a column with the country of residence/work (whichever is clearest) of each nominee and their past experience in IUCN.

[Note: following the Bureau meeting, Ramiro Batzin nominated Kanyinke Sena, Kenya and the Chair of CEESP nominated Swetha Stotra Bhashyam, India. Bureau members subsequently selected 9 of the 19 nominees ([Bureau document B7/3](#); nominations, biographies and related documentation of all nominees can be viewed [here](#))]

DECISION B7/3

The Bureau of the IUCN Council,
In response to the request of the Council (decision C107/16, May 2022), taking into account the nominations received based on the [Terms of Reference](#) approved by Council on 18 August 2022,
Recommends to the Council to appoint the following individuals as members of the *Intersessional Council Working Group on the Development of a new 20-year Strategic Vision for the Union* established pursuant to [2021 Congress decision 147](#): (in alphabetical order)

1. Monique Catherine BISSECK Epse YIGBEDEK, Cameroon

2. Alejandro A. Imbach, Argentina
3. Marco Lambertini, Italy
4. Zdenka Piskulich, Costa Rica
5. John Robinson, US
6. Kanyinke Sena, Kenya
7. Swetha Stotra Bhashyam, India
8. Linda Wong, China/US
9. Dedee Woodside, Australia

Agenda Item 4: IUCN Engagement with TotalEnergies

The President thanked Peter Cochrane and Kristen Walker for the excellent version of the IUCN Operational Framework for Engagement with the Extractives Sector ([Bureau document B7/4](#)) revised in cooperation with the Secretariat in response to Bureau's request (B6, June 2022). In the meantime, the PPC had established the Private Sector Task Force (PSTF). The next step in the process was for the PSTF to review the Operational Framework in view of recommending Council to approve it. This would enable Council to take a decision on a possible IUCN engagement with TotalEnergies in follow-up to Council [decision C107/23](#). However, the purpose of the Operational Framework was to provide general guidance enabling the Secretariat to take decisions in each case whether to engage with a particular private sector actor and Council or its PSTF would only intervene in exceptional cases where a particular relationship was controversial.

The DG recommended that the Operational Framework be adopted to guide the work not only of the Secretariat but also the Commissions. He considered engagement with the extractives sector became unlikely under the conditions provided by the Operational Framework, and the Secretariat might not to prioritize engagement with this sector. For transparency, the DG informed the Bureau that the Uganda Government had requested IUCN's advice regarding its engagement with TotalEnergies.

Several Bureau members were of the view that a dialogue on the Operational Framework should be initiated with IUCN Members engaging with the extractives sector. While the Operational Framework put the bar for engagement with individual actors very high, it did not a priori exclude engagement with any of them – as clarified in the preamble.

DECISION B7/4

The Bureau of the IUCN Council,

In response to Council decision C107/23 (May 2022),

Requests the Private Sector Task Force^[1] (PSTF) established by the Council's Programme and Policy Committee (PPC) in accordance with Regulation 59, to undertake the work requested by Council decision C107/23 and make a recommendation to Council on the proposed engagement with TotalEnergies taking into account the revised version of the *IUCN Operational Framework for Engagement with the Extractives Sector* prepared by members of the Bureau in cooperation with the Secretariat;

Requests the Private Sector Task Force to review the *IUCN Operational Framework for Engagement with the Extractives Sector* in view of the PPC making recommendations to Council for its adoption.

Agenda Item 5: Progress Tracker ([Bureau document B7/5](#))

The Bureau noted that apart from a handful of smaller issues from previous meetings of Council and Bureau still requiring follow-up, the most important and urgent points were on the agenda of the 7th Bureau meeting.

Agenda Item 6: IUCN Climate Crisis Commission

6.1 Update on the process for appointing the members of the Interim Steering Committee (ISC) of the IUCN Climate Crisis Commission

The Director General recused himself from the discussion of agenda item 6 in order to avoid any conflict of interest because a close family member of his had been proposed for the Interim Steering Committee.

Introducing the agenda item, the President explained that following the discussion of the proposed membership of the ISC during the 6th Bureau meeting (June 2022), the Interim Chair had re-submitted his proposal to the Bureau at the end of July. A small group composed of Hilde Eggermont, Vivek Menon and Kristen Walker was designated to support the Interim Chair on behalf of the Bureau to address a number of gaps and concerns.

[1] [ToR approved by the PPC, 5 September 2022](#)

The small group reported that several of the Bureau's concerns had been addressed (the Interim Chair had interviewed all proposed candidates; a member from an important country in the climate context had been missing). Among the unresolved issues were: one noticeable lack of conflict of interest declaration (Chiara Oberle) and over-representation of one particular country (USA). However, the group recommended that, on balance, it was time for the Interim Chair to submit his proposal dated 13 September 2022 ([document B7/6.1](#)) to Council for decision.

Joining the meeting, the Interim Chair explained that he had had personal (remote) interviews with all candidates, to which he had added the candidate from India, a knowledgeable and experienced person whom he personally knew from UNFCCC COP24, and Justice Michael Wilson who had been strongly engaged in the establishment of the Commission. Bureau noted that the identified area of expertise of Michael Wilson was politics and environmental law, rather than science. In order to respect IUCN's process whereby interested individuals had been invited to send in their expression of interest, the Interim Chair had proposed 17 individuals from the list of expressions of interest. His selection therefore reflected the dominance of law and policy background in the list of expressions of interest as well as an over-representation of one particular country. He committed to address the geographical imbalances over time. Confident that he was going to be able to manage the diversity in the ISC, the Interim Chair requested the trust of the Council to approve his proposal.

The Bureau and the Interim Chair accepted the President's proposal to write to Council inviting it to approve by email correspondence the Interim Chair's proposed membership of the ISC together with the Interim Chair's rationale while being fully transparent on the issues identified by the Bureau.

6.2 Update on the preparation of Draft ToR of the Climate Crisis Commission by the Interim Steering Committee and process/timeline for Bureau/Council approval

Subject to Council approval of the ISC members, the Interim Chair had informed all ISC candidates that he intended to convene them for a first meeting on 11 October 2022 in order to approve the work plan 2022-23 and the draft ToR of the Commission, as well as criteria for Commission membership, and to discuss Commission events at COP27 and COP15. The Interim Chair expected to have draft ToR of the Commission ready for Council's consideration by 15 October as required by [Council decision C107/2](#) (February 2022).

6.3 Increased visibility and branding

The Secretary to Council explained that during the May Council, the Chair of CEC had questioned the relevance of the term "Interim" in the context of "branding" the new Commission. One possibility is to drop the term "Interim" for the purpose of branding / promoting the new Commission. The Bureau had no objection to it provided that the Council agrees and any promotional material mention in small characters that the Commission was provisional and its Chair and Steering Committee were "interim" until the next Congress adopted the Commission's mandate and elected its Chair.

DECISION B7/5

The Bureau of the IUCN Council,
Recommends to Council to confirm that the term "Interim" could be dropped for the purpose of branding / promoting IUCN's Climate Crisis Commission provided that any promotional material mention in small characters that the Commission was provisional and its Chair and Steering Committee were "interim" until the next IUCN World Conservation Congress adopts the Commission's mandate and elects its Chair.

Agenda Item 7: Issues with regard to the membership dues

Thanking the Chair of the Membership Dues Working Group for the [WG's 2nd report \(Bureau document B7/7\)](#), the Chair of GCC presented the committee's recommendation that the Secretariat be authorized to send the invoices to Members for the 2023 membership dues together with an explanatory note explaining the dues situation in particular for Members which had filed a complaint about the increase of their dues. ([GCC5 Outcomes and recommendations to Council](#)) The GCC had also requested the Secretariat to provide a more precise breakdown of the dues increases, to continue work with the Members on their complaints and to propose a survey with the purpose of better understanding Members' difficulties of paying their membership dues. The WG will continue work on the dues situation of "venue based" Member organizations.

Following the discussion, the Bureau agreed to include museums in the group of "venue based" organizations as the problem they raised does not concern a payment plan but the way their budgets are

computed, and that the explanatory note explains that Council will consider the issue of venue based organizations until proposals are formulated, probably for consideration at the next Congress.

DECISION B7/6

The Bureau of the IUCN Council,
On the recommendation of the Governance and Constituency Committee (GCC),
Takes note of the Second report of the Council Working Group on Membership Dues; and
Requests the Secretariat to proceed with sending the membership fee invoices for 2023 in November 2022 together with an explanatory note on the Membership Dues situation.

Agenda Item 8: Issues related to the 108th Council meeting

8.1 Meetings of the Standing Committees

In response to the Secretariat's request for the Bureau's advice on the timing of the meeting of the standing committees which requested an opportunity to meet in person at the occasion of the next Council meeting to be held in Abu Dhabi from 17 to 19 January 2023, the Bureau agreed to convene the standing committees in person for a full day on 17 January 2023, while confirming the existing practice that committees meet virtually well ahead of the Council meeting with the purpose of making their written recommendations available two weeks before the Council meeting. The Bureau therefore expects the committees to be strict and not accept new items for the agenda of the Council which will meet on the next day. The primary purpose of the in person meetings is to be able to tackle topics that require face-to-face discussion and standing agenda items, and to allow the committees' task forces to also meet in person. Committees that wish to do so, may also meet briefly (30-60 minutes) in person immediately after the end of the Council meeting on 19 January 2023 without logistical/cost implications.

DECISION B7/7

The Bureau of the IUCN Council,
Decided that the standing committees be convened in person for a full day on 17 January 2023 prior to the 108th Council meeting, and
Re-affirms the importance for good governance of the current practice of the standing committees meeting virtually well ahead of the Council meeting with the purpose of making their written recommendations available to Council two weeks before the Council meeting.

8.2 Agenda of the virtual meeting of C108 on 29 November 2022

Due to time constraints, this topic was not discussed.

[After the meeting, the President consulted the Bureau by email on a draft agenda. This resulted in the following list of topics:

- 1. Progress on Council's priorities and objectives 2022-25 (President and Vice-Presidents)*
- 2. Update on the IUCN 20-year Strategy (Director General)*
- 3. IUCN Work plan and budget 2023 (proposed by the Director General; recommendations FAC and PPC)*
- 4. IUCN membership applications (recommendations GCC)*
- 5. Update on the work of the Advisory Group for the Revision of the Statutes - 2021 Congress decision 148 (Chair of the Advisory Group)*
- 6. Plan for the implementation of Resolution 123 on synthetic biology and ToR of the bodies involved in it (Chair of the PPC's Task Force following review by PPC)]*

Agenda Item 9: Proposed process for the Legal Adviser's evaluation

The Legal Adviser recused herself from this part of the meeting. The Director General presented the draft process for the evaluation of the Legal Adviser ([Bureau document B7/9](#)) adding that in his understanding the evaluation committee proposed in the document would also lead the first phase of setting the base-line for the evaluation.

Of the view that the baseline is embedded in the Statutes and the job description which define the legal services which the Legal Adviser is expected to provide to Council and to what extent, Bureau members requested a simplified evaluation form based on the question to what extent (on a scale from 1 to 5) Councillors agree that the Legal Adviser has delivered six key legal functions as part of her work for Council, plus areas for Council members' qualitative statements on the services delivered and areas for improvement. The quality of the service, not the quantity, is essential. Reference should also be made to legal services for Congress. While agreeing to a simplified form, the Director General recommended to make the questions as clear as possible in terms of what is expected, and to provide enough time

between the moment that Council approves the process (incl. clarification of what is expected) and the actual evaluation, in order to allow the Legal Adviser to adjust performance as expected. Before formally approving it, the President invited Bureau members and the DG to further reflect on the form and send back comments to Bureau, and requested that a timeline for the evaluation be added.

[Note: following the Bureau meeting, the draft prepared by Peter Cochrane was modified by the Bureau after consultation with IUCN's Chief Human Resources Officer and the members of the evaluation committee. The Bureau also requested the Council's Governance and Constituency Committee to prepare recommendations to Bureau regarding the revision of the Regulations concerning, and the procedure for, the appointment of the Legal Adviser.]

NOTE: THE DRAFT DECISION WILL BE ADDED TOGETHER WITH THE EVALUATION FORM AS SOON AS IT IS FINALIZED

Agenda Item 10: Any other business

No additional business was tabled for discussion.

29.10.2022 rev 02.11

List of participants

Members of the Bureau:

Razan Al Mubarak, President, Chair
Nihal Welikala, Treasurer
Peter Michael Cochrane, Vice-President
Hilde Eggermont, Vice-President
Rick Bates, Chair FAC
Sue Lieberman, Chair PPC
Vivek Menon, Chair GCC
Kristen Walker Painemilla, Representative Commission Chairs
Bibiana Sucre, Councillor elected from the Regions

Bruno Oberle, Director General (except agenda item 6)

Apologies:

Said Damhoureyeh, Councillor elected from the Regions (proxy to Vivek Menon)

Other participants:

Sandrine Friedli Cela, Legal Adviser (except agenda item 9)
Antonia Mihaylova, Special Adviser to the Director General
Fred Launay, Strategic Adviser to the President
Sabrina Nick, Director General's Office and Governance
Louise Imbsen, Governance Assistant
Luc De Wever, Secretary to Council



Bureau of the IUCN Council

7th Meeting (Zoom), Tuesday 27 September 2022 – 11:00 to 14:00 UTC

Agenda

Agenda Item 1: Introduction by the President and approval of the agenda

Agenda Item 2: Council's strategic priorities and objectives 2022-25

During the 6th meeting of the Bureau on 29 June 2022, a process was agreed to complete the Council's strategic priorities and objectives 2022-25 approved by C107 in May ([decision C107/15](#)), with designation of lead responsibility in Council, a timetable and the resources required for each priority/objective. A revised version including the lead responsibility and timeline prepared by the President and VP Peter Cochrane (see the document link hereafter) was transmitted to the DG on 15 September in order to add the required resources – which might take more time beyond the Bureau meeting to complete.

Documents:

- B7/2 Council priorities and objectives 2022-25 - revised incl. lead responsibility and timeline 15 September 2022

Agenda Item 3: IUCN 20-year Strategy

By [decision C107/16](#), the Council requested the Bureau to “reach out to IUCN Members for expressions of interest to become part of the Council working group and recommend names for appointment by Council before the end of September 2022” taking into account the Working Groups’ ToR approved by Council on 18 August 2022. Deadline for Member nominations is 19 September 2022. Bureau members will receive the list of all nominations soon after the deadline (with CC to all Council members).

Documents:

- B7/3 Intersessional Council Working Group 20-year Strategy – List of nominees (all nomination documents can be viewed online via One drive and via Dropbox)

Agenda Item 4: IUCN Engagement with TotalEnergies

During the 6th meeting of the Bureau on 29 June 2022, the Bureau “accepted Peter Cochrane and Kristen Walker’s offer to work with the Secretariat reviewing the guiding principles for working with extractive industry and run them by PPC’s Private Sector Task Force (PSTF) with a sense of urgency. Bureau could subsequently take decisions on TotalEnergies” in follow-up to Council [decision C107/23](#).

Documents:

- B7/4 Operational Framework Extractives Sector - revised version 26.09.2022

Agenda Item 5: Progress Tracker

Review of progress with implementation of Council and Bureau decisions.

Documents:

- B7/5 Progress Tracker update 25 Sep 2022

Agenda Item 6: IUCN Climate Crisis Commission

6.1 Update on the process for appointing the members of the Steering Committee of the IUCN Climate Crisis Commission

Documents:

- B7/6.1 Update on the process for appointing the members of the Steering Committee of the IUCN Climate Crisis Commission

6.2 Update on the preparation of Draft ToR of the Climate Crisis Commission by the Interim Steering Committee and process/timeline for Bureau/Council approval

6.3 Increased visibility and branding

Item postponed from B6 on 29 June 2022 due to time constraints. During the Council meeting on 18 May 2022, the question was raised whether/how better use could be made of the new Commission in particular in the context of the UNFCCC COPs, as working with a provisional Commission and Interim Chair for three years was not considered effective. The Chair, with the support of Council, referred the question of increasing the Commission's visibility and branding to the Bureau for consideration and suggested CEC to designate an expert to facilitate the discussion.

Agenda Item 7: Issues with regard to the membership dues

In May 2022, the Council *“requested the Working Group to assess the situation further and based on that, present a report on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions, including changes to the new Dues Guide that would require electronic voting of the membership by the next Council meeting.”* The WG on membership dues, which met in August, reported with recommendations to GCC during its meeting of 6 September 2022 in accordance with the President's request that GCC submit its recommendations in an actionable format to the Bureau by 10 September 2022 with a consideration on whether or not this will have an impact on the 2023 budget. If the Bureau concludes that a decision of the Council is required, this could be achieved by an email ballot, and if also discussion in Council is required, by referring the matter either to the virtual meeting of the Council C108 on 29 November 2022 or to an extraordinary meeting of Council to be scheduled before that time.

Documents:

- B7 7 GCC5 – Second report of the Working Group on membership dues dated 6 Sep 2022
- B7/7 GCC5 – Outcomes and recommendations to Council

Agenda Item 8: Issues related to the 108th Council meeting**8.1 Meetings of the Standing Committees**

The Secretariat seeks the Bureau's advice on the timing of the standing committees which requested to meet in person at the occasion of the next Council meeting held in Abu Dhabi on 17, 18 and 19 January 2023. Preparations are underway for a three-day Council meeting of which two days are reserved for Council's plenary meeting and one day for committees.

Options are:

- a. standing committees meet on 17 January followed by Council on 18-19 January
- b. Council meets on 17 and 18 January followed by standing committees on 19 January
- c. standing committees meet for half a day on 17 January to finalize pending issues followed by another half day on 19 January in order to organize the work requested by the Council. Council would begin after lunch on 17 January and end on 19 January at lunch time.

8.2 Agenda of the virtual meeting of C108 on 29 November 2022

The President will seek the Bureau's advice on the draft agenda for the virtual meeting.

Agenda Item 9: Proposed process for the Legal Adviser's evaluationDocuments:

- B7/9 Proposed process for the Legal Adviser's evaluation

Agenda Item 10: Any other business

Council priorities / objectives 2022 – 2025

Priorities & objectives	Desired impact by 2025	Lead responsibility	VP	Timeline ¹
1-Governance Reforms				
Complete the implementation of the Council Response to 2019 Governance External Review with particular attention to optimal transparency of Council and its effective communication and engagement with Members in the regions, and effective cooperation between Secretariat and Commissions	Each component of the Union effectively performs its statutory functions	DG submits proposals to C108; GCC makes recommendations to C108 on selected proposals that are ready for adoption GCC makes recommendations to C109 on all other proposals taking into account C108 discussion Immediate implementation of approved proposals in 2023-24 “Light” review of results by external reviewer at C112	Hilde Eggermont	15Nov22 17Jan23 09May23 Nov24
2-Resolutions				
Ensuring implementation of all Resolutions and Decisions requiring action by Council with particular attention to: a. 2021 RES 110 establishing a Climate Crisis Commission b. 2021 DEC 148 on increased Member involvement in Congress c. Increased effectiveness / transparency of the motions process d. Impact of armed conflict on biodiversity	Effective implementation of IUCN Resolutions and Decisions adopted by WCC Improved levels of Member participation and confidence in, and management of, Congress and intersessional decision-processes	PPC proposes and Council approves in accordance with the process approved by Council (DEC C107/11) except: a- Interim Chair proposes, Council approves b- Advisory Group proposes, GCC reviews, Council approves c- GCC proposes, PPC and FAC review, Council approves	Imèn Meliane	Overall: 2025 Congress a- ToR approved and Commission operational by/before C108 b- Council approval of final proposals for online vote at C110 c- Idem

¹ **C108**: 29 November 2022 (Part I – virtual) and 17-19 January 2023 in person; **C109**: May 2023; **C110**: November 2023; **C111**: May 2024; **C112**: November 2024; **C113**: February/March 2025

Council priorities / objectives 2022 – 2025

3-Strategic Vision				
<p>a- Develop the 20 year Strategy incl. a financial strategy to achieve a sustainable Union and submit to Congress</p> <p>b- Measure and communicate the delivery of conservation outcomes and impact of Nature 2030</p>	<p>20 year Strategy delivered and adopted at Congress</p> <p>IUCN financially secure</p> <p>Conservation outcomes and impacts measured</p>	<p>a- DG proposes; Intersessional Council WG reviews (FAC on financial strategy); Council reviews; WG approves the final version for submission to Congress</p> <p>b- DG reports; PPC reviews; Council takes decisions as required</p>	Razan AlMubarak	<p>a- Per Council DEC C107/16: C109 draft for consultation C111 approval final version C113 approval of statutory amendments required</p> <p>b- 2025 Congress</p>
4- Membership value proposition				
<p>a- Modify as required and implement the membership strategy with particular attention to engagement of IUCN Members as part of the <i>One Programme</i> approach</p> <p>b- Improve the transparency of IUCN investment in countries and Regions (programs, presence, projects)</p> <p>c- Retain and grow State party membership</p>	<p>Increased engagement and satisfaction of Members National & Regional Committees and Commissions in IUCN's work</p> <p>Number of State members is increased</p> <p>Greater equity in the distribution of IUCN resources</p>	<p>a- GCC proposes; Council approves</p> <p>b- DG reports; FAC reviews; Council takes decisions as required</p> <p>c- DG reports; GCC reviews; Council takes decisions as required</p>	Ramiro Batzin	Ongoing, annual review by Council, and report to Congress
5-International positioning				
<p>a- Identify international policy priorities and areas where IUCN can have a maximum impact</p> <p>b- More effectively leverage expertise, networks, collaborations and influence of IUCN's constituent parts and new partners</p> <p>c- Expedited and measured responses to international issues</p>	<p>IUCN's influence is improved and mobilizes all of its constituents</p> <p>High ambition conservation goals are secured</p>	<p>a- DG reports or proposes; PPC reviews; Council takes decisions as required</p> <p>b- DG reports or proposes; PPC reviews; Council takes decisions as required</p> <p>c- CEC to draft, Council to take decisions as required</p>	Peter Cochrane	All by 2025 Congress