



Operational Guide for IUCN National and Regional Committees

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Part I. Background and Principles

1. The ability of IUCN to fulfil its Mission depends directly on the capacity of all its constituencies – the Members, the Commissions, the National/Regional Committees, the Secretariat, the Council as well as its external partners and stakeholders such as donor agencies, project collaborators and the public – to work together with confidence, respect and mutual support. Achievement of the Union's Mission, goals and objectives also needs effective coordination and the alignment of their conservation efforts. This requires a Union-wide commitment to the highest levels of integrity, cooperation and ethics.
2. Formal obligations and responsibilities of the components of the Union are specified in the IUCN Statutes, supplemented by the IUCN Regulations. To strengthen these, Codes of Conduct and professional ethics have also been adopted for the IUCN Council and the Secretariat.
3. The establishment and functioning of IUCN National and Regional Committees, which represent the views and interests of their respective membership, are governed by Part VII of the IUCN Statutes and Part VI of the IUCN Regulations.
4. In addition to these statutory provisions and to IUCN Regulation 66*bis* dealing specifically with the conduct of National and Regional Committees operating outside their own State or Region, and recognizing that there are other issues not explicitly covered by the Statutes and Regulations, Council has adopted this Operational Guide which provides ethical standards and criteria to which all IUCN National and Regional Committees are required to adhere at all times. This is all the more relevant in light of the fact that, in accordance with the IUCN Statutes, National and Regional Committees, as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting this Operational Guide, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.
5. National and Regional Committees shall monitor the application of this Operational Guide and include corresponding feedback in their annual reports to Council. In turn, these annual reports, where appropriate, will contribute to the content of the IUCN Annual Report.
6. This Guide provides broad guidance subject to the ultimate authority of IUCN's Statutes, Regulations and Resolutions. Its provisions shall apply to all IUCN National and Regional Committees and their members when acting as representatives of a National or Regional Committee.

Part II. Adhering to and exemplifying IUCN's principles and values

7. In all their operations and dealings, IUCN National and Regional Committees shall maintain the highest levels of:
 - a. **Integrity and ethical behaviour**, especially (but not limited to) the avoidance of conflicts of interest where a National or Regional Committee might allow its own interests, or those of its individual members, to interfere with or to prevail over IUCN's Mission, goals and objectives or the broader interest of conservation. National and Regional Committees have a duty to disclose to the IUCN Director General any present or potential conflict of interest that may arise. The Director General shall treat such information in confidence and in accordance with applicable provisions in the Statutes and Regulations;

- b. **Responsibility and accountability**, to support and strengthen the ability of the Union to achieve its Mission, goals and objectives.

National and Regional Committees:

- i. will work in a coherent mode and in partnership with each other, the IUCN Council, the Commissions and the Secretariat, which will support them as required in Regulation 68, to align with and participate in the delivery of IUCN's Programme according to their respective capacities and statutory functions, and will work in accordance with the accountability measures provided for in the Statutes and Regulations or Resolutions and measures established thereunder by Council and the Director General;
 - ii. shall align their external messages, issued strictly in the name of the particular National or Regional Committee and not of IUCN, with the principles, values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy;
 - iii. shall only use the official version of the logo as required by the Union for all communications and must follow the existing logo specifications and rules in the "Logo Rules"; and
 - iv. shall be kept informed of activities undertaken within their Region and/or country, including, with full and sufficient notice, Secretariat visits and work within the area of the Committee.
- c. **Coordination in their fundraising activities** with the Secretariat in a spirit of openness and transparency. The Secretariat will support and facilitate National and Regional Committees in conducting fundraising efforts. The National or Regional Committee shall ensure that those fundraising activities remain fully consistent with the guidelines and procedures developed and applied by the Secretariat for purposes of implementation of policy as established by Congress and Council.
- i. National and Regional Committees have a duty to exercise due diligence in the use of any resources, financial or other, provided to them by IUCN or by any third party to carry out their duties and activities. Committees that generate or receive financial income must ensure transparency and accountability to their members.
- d. **Fairness, inclusivity and transparency in decision-making:**
- i. National and Regional Committees are required to carry out their responsibilities in a spirit of openness and transparency.
 - ii. The minutes of National and Regional Committees meetings shall be available, in the language in which the meeting was conducted to the members of the Committee. In addition, a summary report on the main issues discussed and decisions shall be communicated to them and be posted on the IUCN Members' Portal.
 - iii. National and Regional Committees shall send a report on their activities to the Director General and the Council once a year in accordance with Paragraph 66 (d). It is recommended that this report is sent in one of the official languages using a standard template prepared by the IUCN Secretariat.

e. **Equality, inclusiveness and respect for the diversity of people and cultures.**

National and Regional Committees:

- i. have a duty to treat their Councillors, members, their colleagues in other IUCN statutory components and all external stakeholders with courtesy, respect and consistency;
- ii. shall promote a culture of appropriate behaviour for personal interaction, including the need for courteous communications and respect for others' culture, specific functions and mandates;
- iii. shall demonstrate a strong commitment to environmental responsibility;
- iv. shall assess and consider the consequences of their decisions, policies and actions on ecosystems and those who depend on them; and
- v. shall remain faithful to the Mission and Vision of IUCN.

Part III. Maintaining the diversity and representativeness of IUCN Committees, and investing in the future

8. To reach their maximum potential, National and Regional Committees need to be representative of the membership on whose behalf they act. All IUCN National and Regional Committees shall therefore take all appropriate steps to ensure:
 - a. that, to the extent possible, the IUCN Members' individual representatives to the National and Regional Committees reflect a balance of gender, age and expertise in line with IUCN's diversity principles, in the interest of representing the diverse concerns of Members and of enabling the National and Regional Committees to benefit in the future from a continued succession of diverse experience and perspectives;
 - b. that the National or Regional Committee Chairs and other elected officers shall not hold office for more than two consecutive terms, as defined in each Committee bylaws, to enable a diversity of IUCN Members to hold office and provide leadership, and that the National and Regional Committees – and IUCN in general – benefit from fresh perspectives, insights, expertise and knowledge;
 - c. that as many Members and individuals as possible have the opportunity to participate in IUCN's governance bodies and processes, and to ensure that Members have a diversity of individuals operating within the IUCN's structures, both leading them in the pursuit of IUCN business as well as representing their interests. Therefore, the Chair of a National or Regional Committee should preferably not, subject to availability of an alternate Committee representative to fill the position of Chair, simultaneously hold the position of IUCN Council member and Committee Chair; and
 - d. that the National and Regional Committees involve Regional Councillors and representatives of the Commissions in their meetings, and to that end, all Commissions make available to National and Regional Committees contact information for Commission members living in the area of the Committees and nominate the member(s) as the Commission's official representative(s) to Committee meetings.

Part IV. Working outside national or regional boundaries

9. The World Conservation Congress (Barcelona, 2008) adopted amendments to the IUCN Statutes and Regulations so as to permit IUCN National and Regional Committees to work outside their own State or Region. Council has recognized that this brings a need for greater consultation and coordination between Committees and regional and country offices in different countries and/or Regions.

10. When proposing to work outside its own State or Region, a National or Regional Committee shall undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as “focal” country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.
11. Such prior consultation shall be the norm for any subject matter and/or activity that falls outside a Committee’s national territory or regional area of operation, as relevant, including but not limited to aspects of:
 - a. direct project implementation;
 - b. capacity building;
 - c. governance issues;
 - d. policy processes;
 - e. fundraising activities; and/or
 - f. Congress preparations, including the Motions process.
12. In cases where no National Committee exists in a particular focal country, prior consultation shall be undertaken with IUCN Members in that country.
13. The relevant IUCN regional or country office shall be kept informed of such consultations in a timely and meaningful way, so as to facilitate on-going communication and coordination between all relevant IUCN components.
14. National and Regional Committees shall strive to engage with IUCN Members in the relevant focal country or region.
15. National and Regional Committees shall give due consideration to the need for inter-country or interregional coordination with Commissions, as appropriate.

Part V. Effective date, amendment

16. This Operational Guide
 - shall become effective upon Council’s decision approving it, and
 - may be amended at any time by decision of Council, after consultation with National and Regional Committees. Suggestions for improvements to these guidelines by Committees are welcomed and should be addressed to the Constituency Committee of Council

Part VI. Implementation of the Operational Guide

17. Persistent and deliberate action in violation of this Operational Guide by National and Regional Committees may lead the Director General to seek a written response from the Committee. Thereafter, the Director General may make a recommendation to Council on the withdrawal of recognition of that particular Committee, as provided for in IUCN Regulation 64.

Part VII. Scope of Application

18. The provisions of this Operational Guide shall apply to all IUCN National and Regional Committees and to their members.