



# Report of CEESP Chair to Steering Committee

Aroha Te Pareake Mead, Chair

Bangkok, 27-28 November

2009

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## PART ONE

### 1. GENERAL COMMENTS ON MY FIRST YEAR AS CEESP CHAIR

The experience of being Chair of CEESP since November 2008 has been a wonderful journey and I thank CEESP (and IUCN) members for their willingness to give me this opportunity. What had always attracted me to the role were the members and the issues. In the past year, this has magnified 100 times over as I've come to develop a deeper understanding of not only the issues, but the motivation behind why so many CEESP members contribute their time to our network. It's been a wonderful inspirational year.

I had set quite basic goals for my first year –

#### Secretariat and Steering Committee

- (i) Appoint an Executive Officer and Financial Officer
- (ii) Appoint the Theme Co-Chairs, Regional Vice-Chairs and a Financial Officer;

#### Membership

- (iii) Update the CEESP membership lists;
- (iv) Improve Commission communication internally and externally;
- (v) Assist all Themes & Regions to be active;

#### Budget & Reporting

- (vi) Ensure CEESP budget expenditure and planning meets requirements and timeframes;
- (vii) Develop more comprehensive reporting of CEESP activities;

#### Relationships

- (viii) Improve relationships with the Secretariat, the other Commissions, IUCN members and others.

#### Mandate & Programme

- (ix) Assist Themes to implement their work programmes
- (x) Identify new opportunities, encourage & facilitate collaborations & plan for the 2011 CEESP conference in Aotearoa NZ

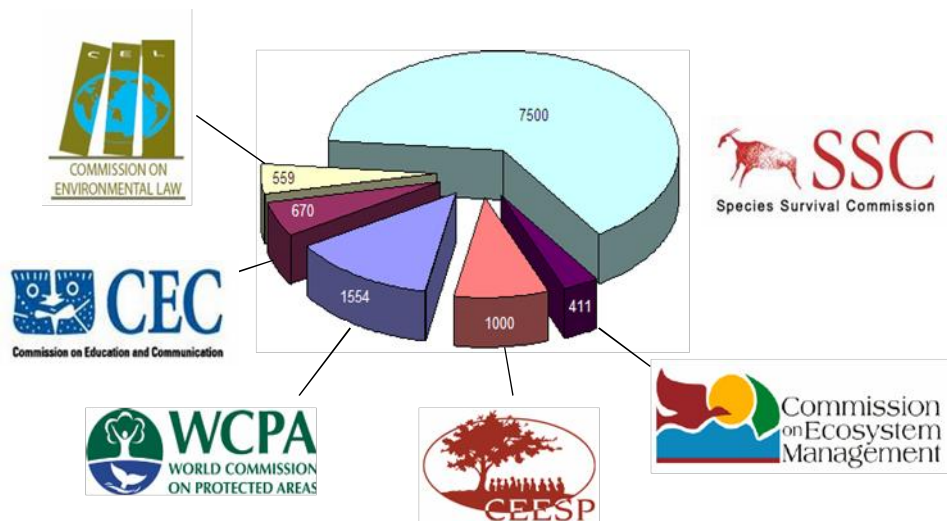
My thought was that having served two terms (8 years) on IUCN Council and one term as an Executive Committee member of CEESP would make the transition from Councillor and Commission Theme Co-Chair to Commission Chair, relatively straightforward, but this has not been the case.

I came into the role very familiar with the governance of IUCN, the dynamics of IUCN members, Council, Commissions and the Secretariat as well as the Resolutions process, and confident I had high level constructive Secretariat support. As well, I had some knowledge of CEESP experienced through being a member of the Executive Committee and as a TCC Theme Co-Chair.

In truth, nothing prepared me for the actual 'hand-over' post Barcelona.

There are three parts to this Report. Part Two details achievements in year one (2009), Part Three raises issues for Steering Committee discussion and Part Four makes recommendations for decision.

## IUCN's Commissions



2009 membership of Commissions

## PART TWO

### 2. WHAT HAS BEEN ACHIEVED IN YEAR ONE?

#### a) The CEESP Secretariat

It was always my intention to locate the CEESP Secretariat in a different place to my place of employment. This is because my employer, as a university, would charge overheads of 33% on top of the 20,000 CHF already charged by IUCN. One of my first tasks as Chair therefore was to explore and negotiate options and I advised the first meeting of the CEESP SC (Gland, February 2009) that my preferred option was to transfer the CEESP budget to the IUCN Oceania office in Fiji and to appoint a Fiji-based Exec Officer. I negotiated with Gland and the IUCN-ORO Regional Director for ORO to manage the CEESP account on behalf of the Secretariat without any additional overheads. I wish to acknowledge Taholo Kami, IUCN-ORO RD for his willingness to trial this arrangement, and Gonzalo Oviedo, IUCN-Gland for his active support in making it possible.

CEESP Secretariat is based in Suva, Fiji at the IUCN-ORO

#### b) Appointment of the CEESP Financial Officer

I pledged to members in Barcelona a commitment to ensure CEESP expenditure and Budgets were accounted and planned for in a transparent way. As such, the first appointment I made was that of Richard Cellarius as CEESP Financial Officer. Richard 'volunteered' for this role as he has prior direct experience in the Sierra Club. Richard's appointment provides a dedicated position to plan, monitor, provide advice and report on all aspects of CEESP's budget and expenditure. I'm very happy Richard's agreed to accept this role. He has worked studiously to uncover the many mysteries of the CEESP budget.

Richard Cellarius appointed CEESP Financial Officer December 2008

#### c) Appointment of the CEESP Executive Officer

On becoming CEESP Chair, I was extremely fortunate that the previous Exec Officer, Barbara Lassen agreed to remain as EO until the first CEESP SC was held. *I wish to take this opportunity to record my sincere appreciation to Barbara.* I shudder to think what things would have been like if she had not agreed to stay. After an open

recruitment process, Elizabeth Erasito was appointed CEESP Executive Officer on 1 June 2009. Elizabeth is the Director of the Fiji National Trust and Oceania VC of the WCPA.

My negotiations with Gland included a one-off transfer of funds (additional to the CEESP Core Funds) to cover Elizabeth's salary. The EO is the only paid position. From 2010, the EO's salary will be covered through CEESP core funds. With the financial support of both IUCN-ORO and the Secretariat, Elizabeth spent one-week induction in Gland.

Elizabeth Erasito appointed Executive Officer 1 June 2009
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#### **d) Assembling the Steering Committee Team**

Without any doubt the most strategically important action for a new Commission Chair is to appoint the Steering Committee. There are many factors to consider in appointing SC members. My approach was to balance prior experience, organisational memory and demonstrated commitment to CEESP with new people - clear leaders in their field who brought new expertise and networks to CEESP. In making appointments, I relied on personal knowledge and expressions of interest and recommendations from CEESP and IUCN members. It has proven to be a difficult process.

The first layer of appointments was the Theme Co-Chairs & Officers. I followed what I thought was an established CEESP 'model' of Co-Chairs (rather than sole Chairs) of the seven Themes. As one used to collectivism and diversity this was not a foreign or uncomfortable model to me.

As at 1 November, 17 peoples have been appointed as Theme Co-Chairs. Of that number, seven have previously served in this role, and ten are new Theme Co-Chairs. Since appointment, two Theme Co-Chairs have resigned due to personal/professional circumstances, (Wouter Veening-TES and Maria Pacheco-SEAPRISE).

More recently, Regional Vice-Chair appointments have been made. I am grateful to all of you for accepting leadership roles in CEESP.

17 Theme Co-Chairs appointed, 7 Regional Vice-Chairs appointed, 2 Regional Vice-Chair positions yet to be filled
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### e) CEESP MEMBERSHIP

Membership -As at 1 November 2009, there are 927 members of CEESP Themes. After the WCC-Barcelona, two Themes undertook substantive membership renewal processes requiring all of their members to re-apply for membership for the 2008-2012 quadrennial (TGER and TILCEPA). Other Themes took different approaches ranging from simply reconfirming existing members to taking no action at all. Since Barcelona, over 200 people were removed from the CEESP database for not responding to Theme renewal requests, and approximately 100 new members have joined. There remains a big discrepancy (almost 300) between the number of CEESP members entered onto the centralised 'Knowledge network', and those entered in Theme mailing lists. There are many problems with the current CEESP membership process and these are discussed in detail in Part Three of this Report.

Communication - I instigated a Commission newsletter for distribution to CEESP members. Newsletters are also distributed to the Secretariat, other Commissions and to National & Regional Committees of IUCN members. Newsletters are also available to any visitors to the CEESP website. To date, two Newsletters have been produced (June and September). The third edition is due in January 2010, but if it is possible to distribute it in December, we will do so. The feedback from readers has been wonderfully positive. Newsletters will be published 3 or 4 times per year.

As at 1 November 2009, there are approximately 927 members of CEESP.

There are many problems with the current CEESP membership process and these are discussed in Part Three of this Report.

Two CEESP Newsletters have been produced

### f) BUDGET & REPORTING

Budget - The CEESP Budget is managed by the Chair, Financial Officer and Executive Officer. IUCN-ORO now 'hosts' a significant portion of the CEESP budget and the remainder is with the IUCN Secretariat until it is also transferred to IUCN-ORO. Richard Cellarius, CEESP Financial Officer is providing a full Report on the Budget.

A few observations from me: While we've tried to put in place measures to ensure that all CEESP expenditure is fully accounted for, there remain a few issues with expenditures and deductions actioned by the Secretariat without knowledge and/or authorisation by the CEESP Chair, Financial Officer or Executive Officer.

The seven Themes of CEESP are accommodated for by way of an indicative budget of CHF 7,000 for 4 Themes and CHF 5,000 for the three less active Themes. No funds were

set aside for Regional VC activities in 2009. A new process is being proposed for access to funds by Themes and Regions from 2010.

Reporting - CEESP Reporting to Council and within the context of Secretariat planning and reporting is not yet at a satisfactory standard. There are two main impediments: (i) content and (ii) scheduling.

(i) Content - In order to provide accurate up-to-date reports on CEESP activities, I rely entirely on information provided by Theme Co-Chairs & Regional VCs. It is good practice for Theme Co-Chairs & Regional VC's to seek input from their membership before sending updates to the EO or me. Providing avenues for CEESP members to be acknowledged for their work (publications, conference presentations, projects, awards etc.) is one of the many benefits of Commission membership, and every opportunity for us to do this, should be taken. The experience so far with receiving updates and input into processes has a lot of room for improvement.

(Appendix I - 2009 Report to Council on prescribed template based on information provided by Theme Co-Chairs)

(ii) Scheduling - To date I have still not ever received a timetable of Planning & Reporting deadlines for CEESP to work towards. Requests for formal CEESP input seems to come on an ad hoc and sporadic basis leaving little time for consultation with the SC. We've relied heavily on the CEESP Focal Point (FP), to represent CEESP's interests in Secretariat planning and reporting activities, but given the multi-disciplinary/sectoral interests of CEESP, this needs to be re-considered. Perhaps CEESP needs more than one FP – one FP for each Programme area. I take the view that CEESP needs to better align our planning and programme development with the Secretariat. This is discussed further in (g). This is not to say that CEESP should simply become a 'product' of the Secretariat and 'One Programme', but there are so many ways that we could be much smarter in managing issues, relationships and resources.

Alex Moissev from the Secretariat is joining the SC meeting and is available for one on one meetings with Theme Co-Chairs, November 26<sup>th</sup>. Alex's participation is targeted at explaining the Secretariat's planning and reporting processes so we can be better informed and able to provide timely input.

There will be a new process for Themes & Regions to access CEESP Funds

2009 Report to Council on CEESP Activities is tabled



## **g) RELATIONSHIPS**

Commissions - CEESP has 'formal' collaborations with three of the six IUCN Commissions; WCPA, SSC and CEL. The oldest relationship is with WCPA and is manifested through TILCEPA. TILCEPA remains the 'model' for cross-Commission collaboration within IUCN. There are many positive elements to this type of collaboration but TILCEPA has not yet reached its' ideal place as will be discussed during the SC meeting.

Since taking office, I have been actively working on collaborations with two further Commissions.

Commission on Environmental Law – Biofuels – Discussions with CEL to work together on the issue of biofuels have commenced. CEL's interest lies in developing legal strategies for enforcement of Sustainable Biofuels Principles. Under the guidance of Doris Cellarius, CEESP and CEL will produce an Occasional Paper on Biofuels featuring short articles highlighting the impact of biofuel production on communities and descriptions of successful efforts where local community uses of biofuels are supported without exploitation of people or the environment. A call for articles appeared in the latest CEESP newsletter.

Species Survival Commission – (Resolution 4.039 Cross Commission Collaboration on Sustainable Use of Biological Resources) on Sustainable Use) There has been considerable action on implementing this Resolution. Holly Dublin & Carol Poole were employed to frame, conduct and analyse a survey and the results. These documents are all on the CEESP website. In October, a workshop was held in Cambridge. CEESP participants were invited on the basis of those who had completed the survey. The workshop Report is being distributed to participants for comment. The CEM Chair strongly advocates for any cross-Commission Group to include CEM. This point is up for discussion as is the scope and nature of any new cross-Commission SU group.

CEL and CEESP to produce an Occasional Paper on Bio-fuels

SSC – Discussions with SSC to establish a cross-Commission Group on Sustainable use of Biological Resources are at an advanced stage.

## h) MANDATE & PROGRAMME

One of the many advantages of being in a Commission is the degree of independence that Commissions have by virtue of being volunteer based networks of IUCN. As a consequence there is scope for CEESP to exercise a certain degree of independence in terms of implementation of the Global Programme. While we are able to do things additional to the Global Programme, as one of the pillars of IUCN, we also have a responsibility to deliver on those aspects of the Programme consistent with the mandate of CEESP.

Of the six Commissions, the degree of separation between the CEESP work programme and IUCN Secretariat and 'One Programme' is most evident. I'm not convinced it's advantageous to continue in this way. CEESP needs to find a balance between 'independence' as a voluntary network, and responsibility to contribute as an IUCN Commission in a direct way to the core activities of IUCN. My hope is that by 2012, CEESP will have a stronger presence in the implementation of the Global Programme.

Resolutions: A priority identified by CEESP members in Barcelona was to monitor and contribute to the implementation of CEESP Related motions. As a result a CEESP Working Group was established, led by Ken McDonald. A list of relevant Resolutions has been compiled and a call for other members invited to join was made in the last CEESP newsletter.

CEESP Conference in Aotearoa: The CEESP Conference on 'Sharing Power: A New Development Paradigm' is still on track for 10-15 January 2011. The venue will be: Te Whare Wananga o Awanuiarangi, Whakatane, New Zealand. Co-hosts of this event are Te Whare Wananga o Awanuiarangi (<http://www.wananga.ac.nz>), Te Runanga o Ngati Awa (<http://www.ngatiawa.iwi.nz>) and Victoria University of Wellington (<http://www.victoria.ac.nz/home/about/facschools/toihuarewa>). I have spent 2009 confirming venues and relationships and planning is now ready for the next stage. I am proposing that we establish a Conference Steering Committee to oversee the organisation and agenda of the Conference.

Need to achieve better balance between independence as a voluntary network and responsibility to contribute directly to the core activities of IUCN

CEESP Working Group on Implementation of CEESP related WCC Resolutions was established in May 2009

Need to establish a SC to oversee the organisation and agenda for the CEESP 'Sharing Power: A New Development Paradigm' Conference, Whakatane, NZ, January 10-15, 2011

## PART THREE

### 3. ISSUES FOR DISCUSSION

#### (i) Membership

Ideally CEESP members should enjoy a shared experience of;

Having their application processed quickly (within 7 working days);

Being visible (included in Theme & KN databases);

Belonging and contributing to an active network at Theme, Regional & Commission levels;

Enjoying collegial peer discussions and collaborations on issues of shared interest;

Feeling supported, connected and valued as a Commission member;

In order to offer these elements of membership to old and new members, as a first step I suggest we need to simplify and centralise the CEESP membership application process.

The current process for joining CEESP is un-necessarily complex and in urgent need of revision. As at November 2009, it is still difficult to provide up-to-date statistics on CEESP membership for three reasons; (i) there is no reliable central data-base; (ii) not all Themes are keeping up-to-date lists; and (iii) there are major discrepancies between Theme lists (indaba) and the central list.

My understanding of the main reasons for this is two-fold. Firstly, because the computer-based system IUCN Secretariat has in place is totally inadequate and is the subject of many complaints by all 6 Commissions. Secondly, because of a decision by previous CEESP leadership to not centralise CEESP membership favouring autonomous Themes over a centralised data-base. These two factors combined have created a very real problem for members of CEESP.

#### **The current situation:**

##### **a) Joining CEESP**

- Theme Membership Form: Currently, an applicant is required to complete a fairly detailed application form to join one or more than one of the seven Themes. Each Theme has a different form asking some information that is common across Themes, and additional detailed information specific to the Theme. There is no evidence that I have ever seen to demonstrate that the detailed information requested in the various Theme application forms is ever used by Themes or by CEESP.
- Theme Specific: The main outcome of the de-centralised approach has meant that members are required to join a Theme as their primary Commission membership rather than the

whole of CEESP. The experience of membership in CEESP therefore is Theme specific. Some Themes are active and others interactive. A few Themes are not fulfilling the basic requirement of a network i.e., to communicate with its members.

- Processing of Membership Applications: There is also no guarantee that an application to join a Theme will be processed within a specific timeframe. Active Themes respond within 1-3 days and inactive Themes can take anywhere from a few weeks to 4 years to respond.
- Joining more than one Theme: There is no cross-accreditation across Themes. A person therefore could be required to complete up to 7 application forms
- Website Applications: Anyone who applies for CEESP membership through the website has to go through up to 7 processes to have their application considered and responded to.<sup>1</sup>
- The KN: The 'central' data-base is the IUCN Knowledge Network (KN). The KN is used by IUCN to access statistics on Commissions for planning, reporting and budgetary purposes. The discrepancy between Theme (indaba) lists and the KN is 300 people. According to the KN there are only 600 members of CEESP when in fact there are 927.
- Regional Networking: Active regional networks have not been a strong feature of CEESP. A de-centralised system exacerbates this as it requires a Theme Co-Chair to not only update the central KN but also, Regional VC's of any and all changes to membership.
- Communication: If someone joins an active Theme, their experience is direct and immediate. If they join an inactive Theme they face the situation of not receiving any information at all for as long as 4 years. There has been minimal communication as a 'whole Commission' so for some members, CEESP communication is non-existent. Not surprisingly in a recent research report, many members of Themes didn't realise they were members of CEESP or of an IUCN Commission.

*"In fact, an interesting result from CEESP's survey is that when "CEESP experts" were asked which IUCN Commission they belong to, only 94% of the CEESP experts responded that they belong to CEESP (100% of the respondents of the WCPA survey indicated being part of WCPA). This means that a 6% (34 out of 37) of experts that are included in CEESP's experts' data base but they declare they do not to belong to CEESP. This might be due either to confusion about the question or to the disorganization of CEESP."*<sup>2</sup>

#### **b) The preferred situation**

I suggest CEESP adopt a more simplified, centralised membership system that comprises one CEESP application form and a CV for approval by the Chair and Theme Co-Chairs. **(Appendix 1 – draft CEESP Application Form)** Theme membership forms should only ask for additional information they intend

<sup>1</sup> Seven processes – (i) contact CEESP website, (ii) response from Chair or Exec Officer outlining process and asking for CV and indication of which Theme, (iii) applicant sends CV and indicates theme, (iv) EO or Chair refers to Theme, (v) Theme sends application form, (vi) applicant completes, (vii) membership accepted (or rejected).

<sup>2</sup> Improving the Communication of IUCN, Valentina Villoria, Brussels, August, 2009, p.39

to use in a practical and transparent way. A centralised system enables the CEESP Exec. Officer to enter member details in the KN on receipt of the application, update Regional list and thereby ensure new members receive the full benefits of Commission membership.

Establish a centralised Commission membership process and data-base managed by the CEESP Executive Officer by March 2010.

### **j) Budget & Reporting**

The Budget is to be discussed under agenda item 'Financial Officer's Report'. I mentioned a new process for Theme and Regional VC's to access funds from 2010. The rationale for this change is because some Themes are very active (in terms of Theme communications and contributing to SC discussions/reporting and planning) and are really stretching their limited resources to achieve their planned goals. Other Themes are not so active, have yet to identify specific goals over the next three years and are not contributing to SC communications but have a 'reserve allocation' that is expected to be kept available for use 4-10 months into the year.

Some Themes are also using their allocations to cover costs for services that are duplicated across CEESP, e.g. administration & maintenance of membership lists, or are asking for their allocation to be transferred in full with no specified Budget Plan. This is not to say that maintenance of a Theme membership list will no longer be available as a budget item. In the case of TGER for instance, the administration of the membership list is very effective, incorporates new members within a few days, provides updated membership lists, and also provides English-Spanish translation for key discussions. This level of service is well worth continued support.

My recommendation therefore is that from 2010, Themes and Regions submit a proposal for use of funds at two intervals in the year. In 2010 these dates will be February and May to coincide with future Exec Com meetings after Council.<sup>3</sup> Proposals can be submitted for a full year's allocation at the beginning of the year with the possibility of requesting a 2<sup>nd</sup> allocation based on specified outcomes. Themes & Regions who do not submit proposals will not be allocated funds.

Instigate a bi-annual process for Themes & Regions to access CEESP Funds from January 2010

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<sup>3</sup> Council meetings for 2010 are scheduled 2-4 June 2010 and 15-17 November 2010. One of these meetings may be held in Paris rather than Gland.

### k) Organisation of CEESP

Size of SC and Exec Committee – According to the mandate of CEESP, the SC is the main decision-making body of CEESP and comprises Theme Chairs, Regional VC's TF/WG Chairs and any officers. The Executive Committee is the same as the SC minus the Regional VCs and can only make recommendations to the SC for their decision. In practical terms, this makes the SC 29 people and the Exec Committee 17 people. Having a Committee this size limits the number of physical meetings that can be held because of costs, preferences Theme Co-Chairs over Regional VC's and makes decision making a lengthy process with few chances of ever achieving a clear majority. In the lead up to the next WCC, I'd like us to consider a different model of governance for CEESP, one that tasks the Exec Com with greater decision making and enables more in-person Exec Com meetings because of a reduced size of members. Your views and suggestions on this matter would be much appreciated.

Organisation of Themes - As mentioned previously, some Themes are very active and others are not. 3 Themes have 3-Co-Chairs and 4 Themes have 2 Co-Chairs. There is nothing to link having 2 or more Co-Chairs with achieving a greater degree of leadership and activity. I accept that having more than one Chair can accommodate multiple purposes (mentoring, representativeness, "job-sharing") but it isn't an assured outcome.

The desired situation might appear to have all seven Themes equally active, but I think this disguises a greater issue. Is the current configuration of CEESP Themes optimal for the issues we need to be addressing?

Are there other issues we should be including in the work of CEESP? Should SEAPRISE diversify its scope to include SMEs in a more proactive way? Some members have commented that TILCEPA and TGER are covering many of the same issues – is there a sufficient point of distinction between these two Themes?

Over the next two years, I'd like us to continue to discuss how we can optimise the work of CEESP through reviewing our current work and approach. My proposal is that we appoint a SC Task Force to review the current structure and organisation of the work of CEESP and for the TF to report to the Executive Committee in 2010 (exact date to be confirmed).

I was very struck by a presentation by the Mayor of New York at the CSD meeting in May. He pointed out what we already know, that cities contribute the vast majority of the carbon emissions that are causing climate change and unsustainable development, but highlighted that cities are excluded from the global negotiations that are seeking to develop norms and standards to regulate, mitigate and adapt to climate change. I found the argument interesting, particularly as an indigenous person who has experienced exclusion from negotiations and processes of direct relevance to our communities for all of my working life. Notwithstanding this, I do recognise that working with cities is worth pursuing – many of the members of CEESP are specialists in urban development and cities & climate change, and currently there is no avenue for them to focus on this area of work.

I recommend that CEESP establish a new Task Force to focus on the role of cities in sustainable development (exact name to be discussed). This has nothing to do with discussions about creating a

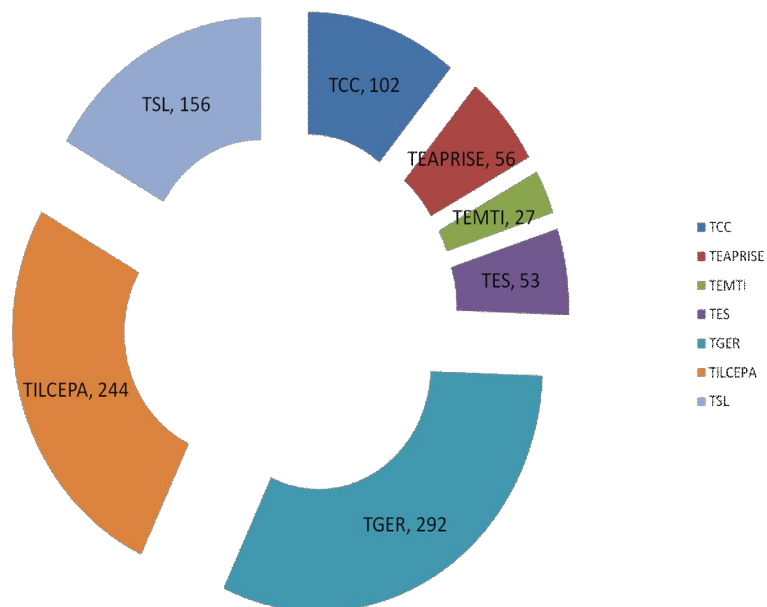
new category for IUCN membership for local governments. Rather my proposal is that we include the role of cities in sustainable development within the mandate and programme of CEESP and work with CEESP minded professionals who specialise in sustainable urban development.

Align CEESP annual programme & budgetary planning with IUCN Secretariat by August 2010.

Appoint a Task Force to review the organisation of the work of CEESP and report to the SC on any recommended changes at the 2<sup>nd</sup> meeting of the SC in 2010.

Establish a new Task Force to focus on the role of cities in sustainable development

## CEESP Membership by Theme



## PART FOUR

### RECOMMENDATIONS:

I therefore recommend to this First meeting of the CEESP Steering Committee<sup>4</sup> held in Bangkok, Thailand, November 27-28, 2009, that we agree to the following:

#### **Membership**

1. Establish a centralised Commission membership process and data-base by February 2010.

#### **Mandate, Programme & Planning**

2. Align CEESP annual programme & budgetary planning with IUCN Secretariat by August 2010.
3. Appoint a SC Task Force to review the organisation of the work of CEESP and report to the SC on any recommended changes at the November 2010 meeting of the SC .
4. Establish a new CEESP Task Force to focus on the role of cities in sustainable development
5. Establish a Conference Steering Committee to oversee the organisation and agenda for the CEESP Sharing Power Conference in Whakatane, NZ, January 10-15, 2011.

#### **Budget**

6. Instigate a bi-annual application process to access CEESP Core Funds for use by Theme Co-Chairs & Regional Vice-Chairs.

#### **Record of Gratitude**

7. Record a vote of gratitude to the following for their support of CEESP in the transition period since the WCC in Barcelona:
  - Taghi Favar – former CEESP Chair
  - Barbara Lassen, former Exec. Officer
  - Taholo Kami, Regional Director, IUCN-ORO
  - David Raj, Regional Accountant, IUCN-ORO
  - Gonzalo Oviedo, Senior Social Policy Advisor, IUCN-Gland
  - Claire Neri, IUCN-Gland

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<sup>4</sup> 2<sup>nd</sup> meeting of the Executive Committee)