



## **Private Sector Knowledge Network Brainstorm Meeting**

Friday 18 July 2008 09.30-17.00

*Final Report 05/08/2008*

### **Background Private Sector Knowledge Network**

Before coming to the meeting, the participants received background material on the Private Sector Knowledge Network (see Annex 3, 4, 5). In summary: Over the past few years, IUCN has been reflecting on how it might associate the private sector with the delivery of IUCN mission in a more institutionalized way. In March 2008, on the recommendation of the Governance Task Force, IUCN Council endorsed the development and implementation of a Private Sector Knowledge Network. The primary purpose of establishing the network is to extend the IUCN platform to individuals from the private sector and to those from other parts of the society interested to engage with private sector in achieving nature conservation. This will entail developing and implementing a programme of work that is of interest to the private sector and in accord with the IUCN global programme and priorities.

### **Participants**

A diverse group of participants (see Annex 1) were invited by IUCN to this exploratory meeting. Invitations were sent out to all commissions, some members, all Programme Heads as well as senior management of IUCN. The objectives of the meeting were to:

- Brainstorm ideas for the Private Sector Knowledge Network. The meeting was not to make decisions, but to generate ideas as input to the DG.
- Shape the initiative of the Private Sector Knowledge Network without going back to the options discussed at the Governance Task Force/Council.

### **Introduction**

The DG opened the meeting, and welcomed the participants to this session. She talked about the mission of IUCN and the engagement with the private sector. She stressed the importance of the Private Sector Knowledge Network and said to look forward to the ideas and suggestions coming from this meeting.

Mark Halle, Director IISD, gave his personal views on the history of IUCN in engaging with the private sector. He mentioned that engagement with the private sector has been a challenge for IUCN for many years. He stressed the importance of involvement of the constituency of IUCN in setting up this network.

Mohammad Rafiq, Head Business and Biodiversity Programme, talked about the constitutional context of the Private Sector work IUCN is involved in. He mentioned the resolutions on private sector, and the Private Sector Strategy which is in place since 2004. He also talked about the Private Sector Guidelines, and the fact that the organization is going through organizational changes.

### **General Discussion on Private Sector**

The participants then went into a facilitated, general discussion on engagement with the private sector. The purpose of this exercise was to tease out some of the essentials of the debate on private sector engagement which have been going on for a while. Risks and opportunities in engaging with the private sector were identified, and ways to mitigate/capitalize were explored.

Some of the key risks to mitigate identified were: losing trust of members, inherent conflict between profit motive and conservation, perceived issue of power differential/issue of scale, green washing and the fact that IUCN has limited resources. Some ways to engage with the private sector in such a way that we mitigate the risks were identified as: making sure we have clear rules of engagement (such as prior due diligence, exit strategy etc), pro-active and transparent communication (this requires budget and skills), ensure measurable outcomes related to biodiversity (not process), improve intelligence to understand what is happening in the business environment, and inclusive, practical mechanisms to engage the IUCN constituency very early and all along.

In engaging with the private sector, some opportunities to capitalize on were identified as: make the business case on nature conservation with the private sector, transfer of business skills to IUCN, ensure the engagement with the private sector is strategic and effective, build the biodiversity frameworks and policies

to guide the private sector, find a common ground as the commitment to sustainability is where opportunities and risks come together. Ways to engage with the private sector in such a way to capitalize on the opportunities included: Build and promote the business case, publicize successes, provide factual information to the businesses and find out what kind of information they need, profile IUCN as a “one stop shop” as it has reach and convening power, make trade offs explicit and enhance opportunities for mutual interactions e.g. via business associations and chambers of commerce.

More risks and opportunities were identified, and therefore the list above is not complete, but it synthesizes the discussion and the key areas discussed.

### **Private Sector Knowledge Network**

The participants then went into a more focussed discussion on the Private Sector Knowledge Network, and how that should look like. Key areas the group focused on were:

- what tasks could the network do best to help mitigate risks and capitalize opportunities
- who should the private sector knowledge network members be
- what would be the value of private sector knowledge network membership to these volunteers
- how should the private sector knowledge network be financed

The participants divided up in groups and each group addressed one of the questions above. After that, the ideas were shared in the larger group and being debated. The text below describes some of the key suggestions and ideas from the groups.

#### Tasks for the network

The participants briefly discussed the possible tasks for the network. The network could play a role in addressing some of the risks and opportunities mentioned above. However, it is not for the participants in this meeting to determine what the network should be involved in, that is to be decided by the network itself. It was highlighted that duplication should be avoided, and that it was important to involve people in commissions who are already working with the private sector. The network should not become a negotiating forum.

#### Members of the network

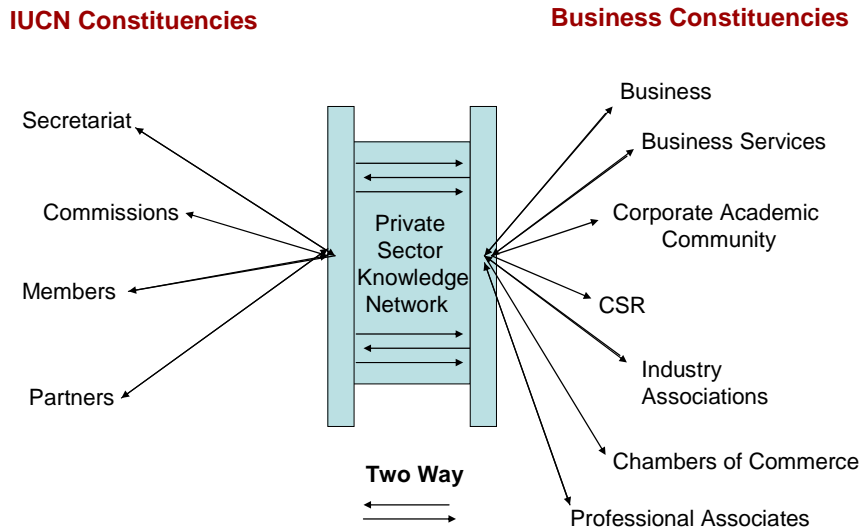
The participants had a good debate about the potential members of the network. The feeling was that it is very important to get the representatives of this network right, and to ensure the representation is balanced and has the right mix of people. The network will have representatives of the private sector as well representatives of the conservation community with an interest in the private sector. It's an individual membership-based initiative. It was discussed that the members should be the cutting edge, really creative thinkers focusing on sustainability as core business. Some suggested to ensure the network is co-chaired: one chair from the private sector and one from a conservation background. There is experience with co-chairs in IUCN and it seems to be working well.

In terms of people represented, it was discussed that the network should include IUCN constituencies (secretariat, commissions, members, and partners) and private sector constituencies (business, business services such as finance and insurance, corporate academic community, CSR, industry associations, chambers of commerce, professional associates). Not only the large corporates should be represented, and not all membership representatives of all IUCN constituencies have to be represented either.

The participants discussed how the network should function. This was best captured in a drawing (see figure 1 below). It should be a two way of communication between IUCN, the network and the private sector. The issue on the (lack of) “one voice” of IUCN was brought up. IUCN should have a coherent face and voice when it interacts with the private sector knowledge network. That does not mean to say that there is consensus in IUCN or one perspective, but these voices within IUCN need to be listened to and presented in a balanced way to the private sector knowledge network. This requires adequate participation and consultation of IUCN constituencies and we need to think of a process or mechanism to do this. It was mentioned that only mature issues should be raised and presented with the private sector knowledge network.

What the group did not discuss in a lot of detail, was how the network would work in practice. It was mentioned that there would be a small core group (20 people) and that there could be a wider virtual network. We need to think of the use of technology to make this happen.

Figure 1: Private Sector Knowledge Network



Value of this network to the members

The members of the network will all be volunteers. As there are various other networks around that these people could get involved in, why would they choose to be participating in this network, and what is the value to them? The workshop participants thought this through, and came up with some possible motivations for the volunteers to get involved. First of all, the motivations for the members of the network will all be different, e.g. the steering committee might have different motivations than the broader membership. Also, the motivations will very much depend on the objectives of the network itself and what it is trying to achieve. One of the key aspects to be involved could be the ability to influence IUCN policies and its related associations. Another one is to build trust and understanding between the private sector and the conservation community. The participants will also gain knowledge and guidance on future demands from society on sustainable development. And, the private sector knowledge network will add value to the IUCN programme. There are also other more general motivations for being associated with a network, such as networking and learning and satisfaction of accomplishment. Therefore, the members should have achievable tasks. If this initiative works on a global scale, it can work as a model to be repeated on a regional or national level. There were different points of views about the possible motivation to be associated with a credible association, as this is not about institutional representation but about individuals. Credibility of individuals was considered to be important but there were different ideas about how to check the credibility before hand.

Financing the private sector knowledge network

GTF had suggested that the private sector knowledge network had to fund itself. However, this was called into question by the participants. There was a strong view that IUCN should give seed funding for start-up activities. This seed funding are to be used to raise more funds, leveraging bilateral and corporate grants. However, seed funding by IUCN could raise a challenge of competition for resources, e.g. commission support. Another option suggested was that members of the network pay a membership fee. The idea to have only private sector pay for the network, as there will be more money, was after a discussion rejected. It was suggested to throw the funding challenge to the network itself. Funding of any research by the group remains an issue, separate funds could be raised for that. A few participants made a calculation of the costs possibly associated with the network.

- Coordination	75 k
- 2 meetings a year for 20 people	50 k
- Virtual forum networking	75 k
Total	200 k (IUCN seed money 50 k, leverage 150 k)

**Next steps**

In terms of next steps, two actions were identified.

- Saskia to capture the discussion outcomes on the flipcharts and synthesize the information into a report. This report will be circulated to the participants for comment, and will then go to the DG, as well as the other people who had originally been invited to the workshop but could not attend.
- The next step in the process is to set up a larger meeting. This group (expanded IUCN and select private sector people) will, amongst other tasks, review the report of the 18 July meeting, test some assumptions whilst managing expectations, identify next steps. This meeting should, if possible, happen before Congress. Possible time: first week September (Saskia to check). It is important to involve the new BBP Head when he/she has been appointed. BBP will set up a virtual preparing committee (including Mark, Holly, Richard) to identify participants for this next meeting.

**Background material**

Background material can be found in the annexes below. Transcripts of the flipcharts are available on request.

## Annex 1. Private Sector Knowledge Network Brainstorm Meeting

Friday 18 July 2008 Gland, Switzerland

### LIST OF PARTICIPANTS

Mohammad Rafiq	Head, Business and Biodiversity Programme	Chair
Elisabeth Crudgington	Officer, Learning and Leadership Unit	Facilitation
Julia Marton-Lefevre	DG IUCN	Opening
Jean-Yves Piro	Senior Coordinator, Global Programme	Closing
Mark Halle	Director IISD	Participant
Holly Dublin	Chair, IUCN Species Survival Commission	Participant
Richard Cellarius	Member of CEESP's Steering Committee Vice President for International Affairs, Sierra Club	Participant
Robert Wild	Leader, IUCN-WCPA Task Force on the Cultural and Spiritual Values of Protected Areas	Participant
Radhika Murti	Programme Officer Ecosystem Management Programme	Participant
Finn Larsen	Programme Officer Global Marine Programme	Participant
Dennis Hosack	Programme Officer, Business and Biodiversity Programme	Participant
Saskia de Koning	Advisor, Business and Biodiversity Programme	Participant

**Annex 2. Private Sector Knowledge Network  
Brainstorm Meeting**  
Friday 18 July 2008 Gland, Switzerland  
**AGENDA**

Time	Event	Content	Facilitator/ Chair
09:30	<i>Session 1</i> <b>Opening Session: Welcome and Context Setting</b>  (Main Conference Room)	<ul style="list-style-type: none"> <li>• Overview of the agenda and participant introductions</li> <li>• Welcome and opening remarks on the importance of this initiative, <b>Julia Marton-Lefèvre</b>, IUCN Director General</li> <li>• Background and rationale for the development of an IUCN private sector knowledge network, <b>Mark Halle, IISD</b></li> <li>• The institutional context and objectives of the day, <b>Mohammad Rafiq</b>, IUCN Business and Biodiversity Programme</li> <li>• Experiences working with private sector.</li> </ul>	Chair: Mohammad Rafiq  Facilitator: Lizzie Crudgington
10:30	<b>Coffee</b>		
11:00	<i>Session 2</i> <b>Risks and Opportunities</b>	<ul style="list-style-type: none"> <li>• Engaging with the private sector: risks and opportunities (small group and plenary discussion)</li> </ul>	Chair: Rafiq  Facilitator: Lizzie
11:45	<i>Session 3</i> <b>Mitigating Risks and Capitalizing on Opportunities</b>	<ul style="list-style-type: none"> <li>• How can we engage with the private sector in such a way that we mitigate the risks? And in such a way that we capitalize on the opportunities? (small group and plenary discussion)</li> </ul>	Chair: Rafiq  Facilitator: Lizzie
12:15	<b>Lunch</b>		
13:15	<i>Session 4</i> <b>Ideas on what the Private Sector Knowledge Network should / should not do</b>	<ul style="list-style-type: none"> <li>• When IUCN has a private sector knowledge network, how could it best help IUCN mitigate the risks involved in engaging with the private sector and capitalize on the opportunities? (Ideas)</li> <li>• What would we most like the private sector knowledge network to do? What we would recommend it not do?</li> </ul>	Chair: Rafiq  Facilitator: Lizzie
14:15	<i>Session 5</i> <b>Ideas for Network Modalities</b>	<ul style="list-style-type: none"> <li>• Who should private sector knowledge network members be? What would be the value of membership to these volunteers?</li> <li>• How should the Private Sector Network be financed? Group discussion</li> <li>• Interesting ideas and outstanding points.</li> </ul>	Chair: Rafiq  Facilitator: Lizzie
15:45	<b>Coffee</b>		
16:15	<i>Session 6</i> <b>Next Steps and Closing</b>	<ul style="list-style-type: none"> <li>• Summary of the day's discussion</li> <li>• Next steps, <b>Saskia de Koning</b>.</li> <li>• Reflections and thanks, <b>Julia Marton-Lefèvre / Bill Jackson, IUCN</b> (15 min)</li> </ul>	Chair: Rafiq  Facilitator: Lizzie
17:00	End of the Day		

## Annex 3.

### Governance Task Force Paper GTF.6/2008/6 (Option A only)

#### Option A: Private Sector Knowledge Network

##### Description

Under the *Private Sector Knowledge Network* private sector institutions would not be formally engaged in the IUCN governance structure. Instead individuals working for the private sector would be convened in an informal group alongside like-minded individuals from conservation organizations. The primary purpose is to extend the IUCN platform to individuals from the private sector and to those from other parts of society interested to engage with the private sector in achieving nature conservation by developing and implementing a programme of work that is of interest to them and in accord with IUCN's Global Programme and priorities.

Furthermore, the network would provide IUCN with increased access to business skills and expertise, to leverage influence over private sector policy, to build further private sector support for IUCN's work, and to build trust and common ground with individuals from the private sector.

The private sector knowledge network would be a precursor to the establishment of a fully fledged IUCN Private Sector Commission, should the network prove viable and useful in the first place.

##### How this option would work in practice

The Director General of IUCN would appoint a chair of the network with the mandate to constitute and convene the Private Sector Knowledge Network, supported by the Business and Biodiversity Programme of the Secretariat. The Chair would then, with the Director General's approval, prepare terms of reference for and appoint a steering committee. The steering committee would then prepare terms of reference (programme of work) for the network itself, which would need the approval of the Director General. The network members would be appointed by the Chair in consultation with the steering committee. Initially, the network membership would be limited to 20 to test the idea on a small scale, allow the group to gel and ensure the Secretariat would have the capacity to effectively service. However, the membership may be increased with the Director General's approval, as the progress and experience might warrant. The network would not call on IUCN funds and would be responsible to raise funds for its programme of work, most likely from parent businesses of the private sector members of the network.

Individual "champions" from the private sector would be invited to take part in the *Private Sector Knowledge Network* based on their personal capacities and interests. The entire membership of the group would be convened around large IUCN events, such as the World Conservation Forum and would be invited to input into the preparation and framing of those events. Time and space would be allocated to the group to hold its own meeting to develop a programme which fits within and adds value to the IUCN Global Programme, and to plan for future activities. Should the Council wish to pursue this option, the World Conservation Forum which is part of WCC4 could be used to launch the *Private Sector Knowledge Network* and existing contacts which the Secretariat, Commissions and Members have with the private sector would be invited to populate the network. Some work with key leaders in the private sector could be done ahead of time to frame the programme of work and prepare private sector inputs into the Forum.

### **What role a businesses' track-record should play**

As the *Private Sector Knowledge Network* is individual membership based, the business' track-record would not play a part in determining membership. The candidature of members would however be assessed based, inter alia, on their environmental credentials and commitment to nature conservation. To this end, the network's steering committee would establish selection criteria and assess the applications for the network's membership to build objectivity into the process. A representative from the IUCN Council would be invited to participate in the selection committee for the Network.

### **Time-limited membership**

Membership of individuals would be for a quadrennium, renewable for future periods on terms and conditions established by the network's steering committee' with the approval of the Director General. Likewise, the appointment of the Chair and the Steering Committee would be reviewed, and at the discretion of Director General, renewed or made afresh on a quadrennial basis. The Chair would only be allowed to serve a maximum of two consecutive terms.

### **Commitments to Outcomes**

Establishing a results-based programme that fits within the framework of the IUCN Global Programme, would signify the network's members commitment to the mission and work of IUCN as would their sustained participation and contribution to the financial sustainability of the network.

### **Board level engagement**

The *Private Sector Knowledge Network* would target individuals and not companies as such. Therefore specifically targeting board level engagement is not relevant. However, it is assumed the network members from the private sector would have the consent of their management and might facilitate board level engagement with IUCN senior staff and Council. Furthermore, membership would also be open to CEOs.

### **Rescinding of membership**

Members would be asked to sign onto a code of ethics similar to the *Code of Conduct and Professional Ethics for the Secretariat* which IUCN staff are expected to uphold. Breaches in this code of ethics would be brought to the attention of the steering committee which would have the responsibility of reviewing the situation and taking a decision about the individual's membership.

### **Sector-based approaches and issues**

No specific sectors would be targeted for membership, though the aim would be to achieve a diversity of representation from different industrial sectors covering the four categories outlined in the Council endorsed *Strategy for Enhancing IUCN Interaction with the Private Sector* (large footprint industries, biodiversity dependent industries, biodiversity benefiting industries, and the financial sector). However, the *Network* may constitute task forces on the basis of industry sectors or issues as delivery of its work programme might require.

### **Making this Option happen:**

In order to prepare this option, the following steps will be necessary:

1. DG appoint a network chair.
2. TOR for a steering committee.
3. TOR and programme of work for the network.
4. Network member recruited and instituted.

## Annex 4. Governance Task Force recommendation to Council

### Report to Council on the results of the 6<sup>th</sup> Meeting of the Governance Task Force of Council (8-9 March 2008)

#### Working with the Private Sector – Review report on options for private sector membership

The Governance Task Force agreed in its May 2007 session that it *is important that IUCN start exploring options on how to move forward on possible private sector membership and with which criteria* (Report to Council on the results of the Meeting of the Governance Task Force (GTF, 12 and 13 May 2007)

Subsequently in its November 2007 session, the Governance Task Force agreed *to further discuss the options “knowledge” (including both private sector knowledge network and the establishment of a Business and Biodiversity Commission) and the option “institutional affiliation” as well as a proposed course of action, with a view to submitting a final draft to Council for approval in March 2008.*”

The Secretariat presented a document exploring the two threads that had emerged from the discussion of the Governance Task Force in November 2007:

#### 1. Engagement in knowledge sharing and networks

Knowledge sharing and networks would help the Union engage businesses as committed and effective partners in achieving a just world that values and conserves nature by building understanding among the conservation community of market mechanism (including their potential and limitations) and by creating the opportunity for effective dialogue and collaboration between IUCN and the private sector. Knowledge sharing and networks would help to familiarize interested private sector individuals with the conservation agenda and with IUCN’s networks, experience and expertise, as well as enable knowledge, tools, and experience embedded in the private sector to flow into IUCN and inform how the conservation community engages markets to achieve conservation outcomes.

Four options were proposed for consideration:

- Option A:** Private Sector Knowledge Network (as outlined for the November 2007 meeting)
- Option B1:** Business and Biodiversity Commission (as outlined for the November 2007 meeting)
- Option B2:** Integrating business thematic areas and experts in existing Commissions (newly developed in response to Governance Task Force’s discussions in November 2007)
- Option C:** Non-voting Associate Membership

The Governance Task Force reviewed and discussed the four non-exclusive options for private sector involvement in IUCN and agreed to support option “A”

#### **ACTION REQUESTED**

The Governance Task Force RECOMMENDS Council to support the development and implementation of a Private Sector Knowledge Network (“Option A”)

## Annex 5. Council Decision

From the Minutes of the

69<sup>th</sup> Meeting  
Of the IUCN Council  
10-12 March 2008

### DECISION

C/69/49

Council, on the recommendation of the Governance Task Force, SUPPORTED the development and implementation of a Private Sector Knowledge Network ("Option A").