

OPERATIONAL GUIDELINES of the ICCA CONSORTIUM

October 2018

This document sets out:

1. Ethical foundations of the ICCA Consortium;
2. Criteria for inviting and/or accepting Members, Honorary members and Partners;
3. Procedures on acquiring and terminating membership;
4. Procedural rights and responsibilities of Members;
5. Participation in General Assembly and electronic consultations;
6. Composition, election and terms of reference of the Council;
7. Composition and terms of reference of the Council of Elders
8. Criteria about funders; and
9. Budgetary and financial operations.

As a set of practical guidelines, this document provides rules for implementing the Statutes. It thus complements the Statutes and does not override them in any way.

1 ETHICAL FOUNDATIONS OF THE ICCA CONSORTIUM

The vision and mission of the Consortium are specified in the Statutes and other documents available from www.iccaconsortium.org. The 2006 [Code of Ethics](#) of the International Society of Ethnobiology - which stresses **mindfulness, recognition of traditional and customary laws and meaningful collaboration and reciprocal responsibility** - is also used as a broadly accepted reference.

Underlying all are the principles of **engagement for the common good, equity, integrity, and fair and due process**. Members, Honorary members and Secretariat agree not to spare any effort to respect these principles.

2 CRITERIA FOR MEMBERS, HONORARY MEMBERS & PARTNERS

2.1 *Members*

By definition, Members are *organisations*, whether or not legally and/or formally recognised by state governments. Guidance on which organisations are entitled to apply for membership includes, but is not limited to:

- Indigenous peoples and local community self-initiated groupings and organisations dedicated to advancing their own collective rights and/or pursuing sustainable livelihoods and the conservation of nature;

- Indigenous and traditional tribes, nations and peoples, and their networks, associations and federations;
- Traditional local communities, whether or not incorporated officially; and
- Civil society organisations working with indigenous peoples and local communities at the local, national or international level on issues of rights, sustainable livelihoods and conservation of nature.

According to the Statutes, for-profit entities are excluded from membership.

The Consortium will actively seek broad membership from indigenous peoples and local communities that are ***bona fide* caretakers/stewards of ICCAs**. For eligible organisations other than *bona fide* caretakers/stewards of ICCAs, the basic criterion for membership is that they have **demonstrated concern and initiative to uphold and strengthen ICCAs and have them appropriately recognised and supported in society**.

The Consortium shall also consider positive attributes on the basis of the following benchmarks:

- Extent of their involvement with ICCAs or indigenous peoples and local communities (length of time, centrality in their mission, dedication, results);
- Quality of their relationship with indigenous peoples and local communities in the geographic areas in which they work (according to the communities themselves);
- Social and ecological implications of their activities, including both those directly related to ICCAs and those in other areas, in particular activities that have repercussions on national or international policies;
- Sources of their funding (e.g., is their funding from extractive industries or sources otherwise directly in conflict with the objectives or interests of the Consortium?); and
- Potential benefits or risks that their membership may bring vis-à-vis other Members and ICCAs in general.

2.2 ***Honorary members***

By definition Honorary members are *individuals*. Guidance on who is eligible to become an Honorary member includes, but is not limited to:

- Members of indigenous peoples and local communities directly engaged as ***bona fide* caretakers/stewards** of ICCAs and/or experienced with ICCA-related initiatives; and
- Practitioners, scholars, researchers and professionals with **demonstrated concerns, expertise, commitment and initiative to uphold and strengthen ICCAs and have them appropriately recognised and supported in society**.

Honorary members are willing to take an active role in the life of the Consortium. They are not employed by or have links to bodies with potential conflicts of interest with the

Consortium (e.g., some banks, extractive industries, conservation organisations whose policies and/or practices are inimical to indigenous peoples and local communities, etc.).

In the normal correspondence of the Consortium, the term “member” in “Honorary member” is not capitalized. This is done to distinguish it from the Consortium “Members”, who are “organisations” in the sense noted in 2.1 and are always capitalized. The term “membership” is used to encompass both Members and Honorary members

2.3 Partners

Article 11 of the Statutes gives the Council the power to engage in “all activities necessary for the operation of the Consortium, including developing proposals for initiatives and projects in cooperation with Members and Partners”.

“Partner” is an informal term given to organisations or individuals who are neither Members nor Honorary members but collaborate with the Consortium in various formal or informal ways. The emphasis for choosing Partners is on their commitment to ICCAs and their integrity. The following is a non-exhaustive list of potential Partners:

- International and national organisations and mechanisms advancing collective rights and/or pursuing sustainable livelihoods and conservation of nature willing to actively engage with the Consortium in specific mutually agreed initiatives (e.g. CBD Secretariat, IUCN-GPAP, UNEP-WCMC, FOEI, EMRIP, DOCIP);
- Donors and bilateral development agencies with a history of support to advancing collective rights and/or pursuing sustainable livelihoods and nature conservation in collaboration with indigenous peoples and local communities;
- Organisations that may have never worked on ICCAs but possess relevant skills, resources and expertise and are willing to engage with the Consortium to apply these skills and resources to issues relevant to ICCAs (e.g., academic and research bodies; art, culture and media organisations, etc.); and
- Government agencies and staff willing to actively collaborate with the Consortium for the promotion of ICCAs.

3. PROCEDURES FOR BECOMING A MEMBER, HONORARY MEMBER OR PARTNER

3.1 Members

The process for membership application and assessment is as follows:

- An applicant organisation submits a membership application form (see Annex 1), with supporting documentation, to any member of the Council or Secretariat, who passes it on to the **Chair of the Membership Committee of the Council** with a copy to the Programme Assistant.
- The Chair of the Membership Committee checks whether an application meets the requirements and - if it does - circulates it to all Members.
- In case of controversial applications, the Membership Committee meets electronically to discuss the case. Meetings will take place as soon as feasible and, in general, four

times per year. Only qualifying applications will be circulated to the Members.

- If no Member raises an objection to a membership application within **30 days** of the date of the electronic mail, the membership shall be considered approved.
- If objections are raised, the Membership Committee will carry out further analyses, research and consultations as needed.
- The Membership Committee takes the final decision on the application. If the Membership Committee cannot accept the prospective Member, the applicant will be notified (in writing and privately, not copying the whole membership). New Members will receive a welcome letter with membership information.
- Only in very exceptional circumstances will the Consortium accept to review its prior decisions on membership decisions.
- Where there is continuing disagreement in the Membership Committee over an application for membership, the matter will be referred to the next General Assembly for debate, at which a consensus decision will be required for membership.
- Individuals whose organisations are being discussed to become Members should not be present in the room (or via skype) at the General Assembly when their candidacy is discussed.

Objections should focus on whether the applicant conforms to the definition of a Member as per Article 5 of the Statutes or has infringed or is likely to infringe on the rule against prejudicing the goals of the Consortium. In this light, an objection should argue why the applicant is:

- An organisation that does not demonstrate experience and commitment in supporting ICCAs at local, national and/or international levels; or
- Susceptible to “prejudicing the goals of the ICCA Consortium,” including in terms of association, compatibility, distortion or potential damage to the Consortium’s reputation and legitimacy.

As an alternative to the above process, an organization may apply for membership on the specific occasion of a General Assembly. The interested organization must contact (in person at the General Assembly or electronically in advance of the General Assembly) a Membership Committee member to enquire about this option. After deliberation by the Committee, and if deemed appropriate, the Membership Committee will ask the prospective member to present their organization to the General Assembly for a vote. These presentations will take place on the second or any subsequent day of the General Assembly. All Consortium Members in good standing physically or electronically present or represented by proxy at the General Assembly will vote on the application. If accepted as a Member, the organization must submit their completed membership form to the Membership Committee and the Programme Assistant within the following two weeks. If the form is not received before this deadline, the Membership Committee has the right to ‘suspend’ the membership until a completed form is received.

3.2 Fees

Membership fees can be made by bank transfer (preferred and encouraged), in cash or in-kind.

Effective 2017, the cost of membership is:

- CHF200/US\$200/Euro200 per annum for international organisations.
- CHF100/US\$100/Euro100 per annum for national organisations.
- CHF50/US\$50/Euro50 per annum for local organisations.

For those proposing to make an in-kind contribution, a discussion must be had with the relevant Regional Coordinator and, if needed, with the Programme Assistant, Global Coordinator and Treasurer, to agree in advance with the specific contribution, which might include:

- Labour (e.g. logistical help in organizing an event);
- Producing an article or report on a specific ICCA;
- Supporting a community to agree on FPIC and collate information about its ICCA (e.g., by filling a form);
- Reporting on the state of ICCAs at the relevant national or sub-national level;
- Reporting on relevant new/reformed laws and or policies;
- Supporting specific work on policy at the national or international level; and/or
- Self-funding participation in a meeting as a representative of the Consortium and providing reports, as appropriate.

The Chair of the Membership Committee shall be informed of the final terms of the agreement and can approve or object and suggest an alternative contribution.

As early as possible in the calendar year, the Consortium will update individual Members of the status of their dues.

Organizations that are more than 2 years late in fulfilling their membership duties (payment of fees in cash or kind) will be removed from the register of active Members and suspended in their voting rights by the General Assembly with a simple majority vote. Suspended Members will be advised and can rejoin the Consortium without undergoing the full application process on submission of back dues provided this happens within 2 years from the date of suspension. If more than 2 years from suspension have passed, the former Member will have to start the full application process again.

In this context, it is the responsibility of the Member to inform the Programme Assistant and respective Regional Coordinator of any changes in contact details - email address, etc.

3.3 *Honorary members*

The process for assessing membership applications is as follows:

- A Member or Honorary member of the Consortium makes a recommendation to any member of the Council or Secretariat and provides relevant information on the person at stake;
- The application is passed on to the **Chair of the Membership Committee** of the

Council with a copy to the Programme Assistant; the Chair reviews it, asks for information about it, as needed, and announces the proposed names to the membership via electronic means; if the Chair has questions or doubts, it reviews the application with the members of the Membership Committee and only when the collective judgement is positive it announces the proposed names to the membership via electronic means;

- If no Member provides negative comments or raises an objection to an Honorary membership application within **30 days** of the date of the electronic mail, the Honorary membership shall be considered approved;
- If objections are raised, the Membership Committee will carry out further analyses, research and consultations as needed; it will then decide whether or not to resubmit the application for the decision of the Members; and
- Where there is continuing disagreement over an application for honorary membership, the matter will be referred to the next General Assembly for debate and a consensus decision will be required for membership.

Objections should focus on whether the individual is likely to jeopardise the Consortium in any way. In this light, an objection should argue why the applicant:

- Has not the demonstrated experience or the commitment to support ICCAs at local, national and/or international levels; and/or
- Is susceptible to “prejudicing the goals of the ICCA Consortium”, including in terms of association with incompatible and distorted messages and potential damage to the Consortium’s reputation and legitimacy.

3.4 Partners

Any Member or Honorary member may propose a Partner to the Consortium, including with regard to short-term, *ad hoc*, result-oriented and informal partnerships. When the nature of the collaboration is more important, the Secretariat will develop a Memorandum of Understanding, a Memorandum of Cooperation, a contract, or other formal agreement with the Partner with the approval of the Council.

Members will be promptly informed about the choice of potential Partners and the nature and contents of the proposed agreements, initiatives, plans and project proposals.

4. PROCEDURAL RIGHTS AND RESPONSIBILITIES OF MEMBERS

4.1 Members’ rights

The Members and Honorary members of the ICCA Consortium have the right to be informed about the life of the association, the right to participate in decision-making according to the Statutes, and the right to vent grievances and engage in conflict resolution procedures.

Where the existing Members require information about a decision, an event or a potential

new Member or Honorary member, these will be provided by the Secretariat in a reasonable time.

4.2 Ombudsperson

The Consortium's Ombudsperson is appointed by the General Assembly. In the absence of a specific Ombudsperson appointed by the General Assembly, the Auditor of Accounts assumes that role. The Ombudsperson provides the first level of hearing of grievances and offers amicable conflict resolution procedures. Failing that, the Council will hear the case and provide a solution grounded in the ethical foundation of the Consortium.

4.3 Members' responsibilities

The organisations and individuals who willingly ask for or accept membership agree to further the mission of the Consortium to the best of their ability. They agree to remain reachable by the Consortium via e-mail or other agreed electronic and/or human means of communication for the duration of their membership, to strive to provide relevant information and support to other Members in need, and to contribute to the Consortium initiatives as much as possible.

4.4 Members' dues

All organisational Members are required to pay dues, in cash or in kind.

4.5 Voluntary termination of membership

For voluntary termination of membership, an authorised communication from the Member or Honorary member must be addressed to the President or the Global Coordinator. The Member or Honorary member will be encouraged to share the reasons for the decision. The Council will be informed of the voluntary termination.

4.6 Consortium-initiated termination

Article 5 of the Statutes say that: "A Member that exhibits a sustained lack of involvement in the ICCA Consortium's work, who has not paid its dues for more than two years and/or who has prejudiced the goals of the ICCA Consortium in a serious way may be excluded from the ICCA Consortium by the General Assembly with a simple majority vote." It further states that: "An Honorary member who exhibits a sustained lack of involvement in the association's work and/or has prejudiced the purpose of the association in a serious way may be excluded from the association by decision of the Council."

The Consortium's Members, Honorary members, Council and Secretariat will engage with each other on the basis of understanding, flexibility and trust. The onus is on the Council and Secretariat to engage the Members and Honorary members in ways that are appropriate. Members or Honorary members who do not appear concerned about, or willing to contribute to, the work of the Consortium and its Members may be asked to justify their attitudes and change, or simply leave the Consortium for lack of interest and engagement.

Behaviour that could be considered to prejudice the goals of the Consortium may include,

but is not limited to:

- Verified evidence of human rights abuses or environmental crimes;
- Evidence of work that damages or undermines ICCAs and/or the Consortium;
- Wilful misrepresentation of the Consortium in forums or public spaces;
- Use of the Consortium's name in raising funds for the individual Member/Honorary member without notifying the Council and Members in advance of a request being made or a proposal being submitted; and/or
- Dishonesty in reporting to the Consortium.

The Council and Ombudsperson will undertake a review of one or more specific Members upon motivated requests from one or more Members, Honorary members and/or Partners.

These requests should be presented in either written or oral form to the respective Regional Coordinator, National Focal Point, and/or directly to the Chair of the Membership Committee. These statements should provide all necessary context and available evidence and clearly explain the reasons, according to the criteria outlined above, for the review of, or suggested termination of, another Membership or Honorary membership. The Chair of the Membership Committee then makes a recommendation to the General Assembly or the Council as applicable. The identity of the complainant will be kept anonymous if so desired.

5. PARTICIPATION IN GENERAL ASSEMBLY AND ELECTRONIC CONSULTATIONS

5.1 *General Assembly*

Each year a General Assembly is called to take place physically and efforts are made for as many Members and Honorary members as possible to take part electronically. All Members and Honorary members are invited to attend the Annual General Assembly and encouraged to contribute to its discussions and decisions. The Consortium aspires on an alternative basis to host one larger physical meeting and one smaller meeting supported by broad electronic participation, to ensure inclusivity and cost-efficiency. As often as possible, regional meetings should be held to bring together the relevant Council members, Regional Coordinators, Members and Honorary members.

As per the Statutes, in case a vote is needed, only Members in good standing are able to cast votes. The individuals representing them must have proper credentials, i.e. they must be either a statutory or customary representative of the Member organisation (e.g. Executive Secretary, President, Chair of the Board, recognised Elder) or receive written credentials from the statutory representative. Credentials are provided by formal communication to the Membership Committee, with copy to Programme Assistant, up to two days prior to the date of the General Assembly.

A Member who cannot be physically represented in a General Assembly may also submit a voting proxy to another Member in good standing. This is also done by formal communication to the Membership Committee, with copy to Programme Assistant, up to two days prior to the date of the General Assembly.

Members may also participate in the General Assembly and vote via electronic means (e.g., by video conference or teleconference).

The Council can invite additional people to attend and participate in the General Assembly as informants or observers without the right to vote (e.g., in the interest of completeness of discussion, or if their organisations are considering joining the Consortium).

5.2 *Extraordinary General Assembly*

As noted in Article 7 of the Statutes, an Extraordinary General Assembly may be convened by the President, by the Council, or by at least 15 Members in good standing if they make a specific request to the Council. Attendance rules for the Extraordinary General Assembly are the same as for the Annual General Assembly.

5.3 *Electronic consultations*

Besides the annual General Assembly and eventual Extraordinary General Assemblies, the Members and Honorary members of the Consortium shall be consulted and called to discuss operational (non-statutory) decisions via electronic means as often as needed in view of advancing work to be completed in the General Assembly. Such electronic consultations/ discussions shall be called for by the President or the Global Coordinator, directly or upon request by two members of the Council.

Each call for an electronic consultation/ discussion is made on a specific topic and facilitated by one or more appointed Moderator(s). All Members and Honorary members are encouraged to take part in electronic consultations/ discussions.

6. THE COUNCIL

6.1 *Composition*

The Council is composed of a minimum of 7 and a maximum of 21 individuals, including:

1. President;
2. Global Coordinator;
3. Treasurer;
4. Member with special responsibility for the ICCAs of indigenous peoples;
5. Member with special responsibility for the ICCAs of local communities;
6. Member with special responsibility for legal issues (collective rights & responsibilities, security of ICCA defenders, etc.);
7. Member with specific responsibility for sustainable livelihoods in ICCAs
8. Member with special responsibility for South Asia;
9. Member with special responsibility for East and South-East Asia;

10. Member with special responsibility for Central and West Asia;
11. Member with special responsibility for Northern Europe and Russia;
12. Member with special responsibility for Southern Europe and North Africa (the Mediterranean);
13. Member with special responsibility for Francophone Africa;
14. Member with special responsibility for Anglophone Africa;
15. Member with special responsibility for North America;
16. Member with special responsibility for Mesoamerica and the Caribbean;
17. Member with special responsibility for South America; and
18. Member with special responsibility for Oceania.

6.2 Nomination and election

The General Assembly normally elects or reconfirms the members of the Council every three years, and extraordinarily upon the resignation, disability or death of any standing member. No role in the Council may be served by the same person for more than three consecutive terms.

Members can nominate new candidates each time the General Assembly foresees the election of a new Council. A nomination can be made by a minimum of two existing Consortium Members in good standing and/ or two members of the existing Council and/or a Member in good standing and a member of the Council. The Nominations must take place by formal communication to the Consortium's Programme Manager at least two weeks before the foreseen date of the General Assembly and shall be accompanied by a brief CV of the proposed individual (1500 characters, including spaces) stressing ICCA-related experience and commitment. Nominators are not disclosed.

The Members of the Consortium that endorse the nomination of an individual for the Council must specify the role(s) the person is standing for. As part of the nomination procedure, the nominators must also communicate the nominee's acceptance to serve and commitment to take on a role in the Consortium's Council as a volunteer and exercising maximum goodwill and due diligence. Women, indigenous peoples and community members are keenly encouraged to accept nominations.

The Consortium Secretariat will upload the nominations in the Consortium website and diffuse them in the Consortium mailing list.

When two or more individuals are endorsed for the same position, every effort will be made to agree on an effective sharing/ alternate roles or other agreement. Failing that, the position will be assigned by vote. A simple majority of all Members in good standing voting at the General Assembly will attribute the decision. In case of even votes, the President will break the impasse.

In case of no one being nominated for a given role, the role may remain unfilled. Exceptions shall always be made for the role of President, Global Coordinator and Treasurer that *must*

be filled. According to the Statutes, the Council must also have a minimum of seven members. In case of insufficient nominations, the existing Council will nominate the missing positions to the best of its judgement during the six weeks prior to the General Assembly when the vote is scheduled. Eventual roles still unfilled after the conclusion of the General Assembly may be filled by co-option by the newly elected Council.

6.3 Terms of reference

Members of the Consortium Council are individuals with proven ICCA-related experience and commitment. They agree to engage as full volunteers and exercise maximum goodwill and due diligence in their role. They accept responsibility for the promotion of issues associated with the title of the Council role that they hold, including by:

- Making decisions on issues of importance to the Consortium;
- Providing advice on operational decisions of importance to the Consortium;
- As necessary, seeking and taking into due consideration the advice of the Council of Elders (see below) or other trusted advisors;
- Working as part of specific committees (e.g., the Membership Committee) formed within the Council;
- Being available to meet electronically or in person at least twice a year;
- Attending the General Assemblies and Extraordinary General Assemblies either in person or electronically;
- Promoting and attending (in person or electronically) regional meetings that include Council members, Regional Coordinators, Secretariat members, Members and Honorary members as appropriate;
- Actively connecting with Members, Honorary members and the Secretariat of the Consortium with similar regional or thematic areas of interest or responsibility; and
- Promoting ICCAs internationally and nationally wherever applicable.

The Council appoints among its members at least three standing committees, including the Membership Committee, the Programme and Policy Committee and the Executive Committee.

A member of the Council who, for any reason, is unable to fulfil their responsibility shall renounce their mandate spontaneously and/or upon request by the President, after hearing the advice of the Council of Elders. Their roles may be filled by the Council by co-opting another suitable person, chosen by consensus.

If a member of the Council is not able to communicate via email and cannot attend the electronic Council meeting during an entire year, an automatic procedure to elect a replacement will take effect at the next General Assembly.

6.4 The Membership Committee

The Membership Committee is made up of and chaired by members of the Council, and is provided with administrative support by the Programme Assistant. The President and

Treasurer of the Consortium are invited to attend ex officio.

The Committee performs the following functions:

- Develops and approves the membership policy of the Consortium, including membership application forms and the running of eventual recruitment campaign;
- Receives, assesses and preliminarily decides upon (approval/decline) of all membership applications;
- Invites Members to comment during a 30 day period on applications preliminarily approved, and receives and compiles any comments from the membership;
- Informs the applicants of the Membership's decision and provides supporting information as necessary;
- Periodically reviews the conduct/activities of existing Members and communicates with those who are to be suspended or discontinued membership due to a lack of compliance with the rules;
- Develops and implements appropriate conflict management procedures between and among Members and the Secretariat;
- Calls upon the Elders Council to manage conflicts within or involving members of the Council;
- As needed, revises and preliminarily approves the Consortium Operational Guidelines before submission to the annual General Assembly; and
- Advises upon and oversees all membership-related aspects of the communication strategy of the Consortium.

6.5 *The Programme and Policy Committee*

The Programme and Policy Committee is made up of and chaired by members of the Council, and is provided with administrative support by the International Policy Coordinator. The President and Treasurer of the Consortium are invited to attend ex officio.

The Committee performs the following functions:

- Supervises the respect of the Consortium's Mission, Statutes, Vision, Operational Guidelines and decisions of the General Assembly in all Consortium's operations;
- Reviews and advises upon the Strategic Plan and Work Programme of the Consortium, including annual goals, targets and priority outcomes developed at the multiple levels of Consortium's operations;
- Reviews and advises upon, in particular, the global policy processes affecting ICCAs and the Consortium's formal submissions to global policy bodies and mechanisms (e.g. CBD);
- Reviews and advises upon the national ICCA networks and action plan, upon request by the relevant Consortium Members and Secretariat;
- Reviews and advises upon the key technical products of the Consortium, as well as its communication strategy and products with close relation to programme and policy;
- Supervises the appropriate functioning of the ICCA Alert Mechanism and procedures

- for SAFE, as well as the respect of the approved Alert Policy;
- Annually reviews progress against goals, targets and priority outcomes and suggests any needed changes and revisions to the Strategic Plan and Work Program; and
- Suggests new goals, targets and implementation priorities for the following year.

6.6 The Executive Committee

The Executive Committee includes *ex-officio* the President, Treasurer, Secretary, Chair of Membership Committee and Chair of Programme Committee. It is assisted by the Programme Manager.

The Committee:

- Supervises the compliance and respect of all applicable legislation and rules of associations in Switzerland;
- Foresees, accompanies and supports all major institutional developments and changes for the Consortium (e.g., leadership transition, decentralisation and growth processes, new fundraising strategies, etc.);
- Reviews and advises upon all institutional partnerships of the Consortium and approves relevant Memorandums of Understanding and Letters of Agreement;
- Takes the major governance decisions for the Consortium in between the sessions of the General Assembly (including adoption of a new communication strategy, submission of an important project proposal to funding partners, etc.) while the Global Coordinator and Programme Manager remain in charge of interpretation and implementation on an ongoing basis; and
- Preliminarily approves the yearly reports as well as the Strategy Plan, annual Work Programme and Budget of the Consortium prior to their submission to the General Assembly.

6.7 Ad-hoc committees

Ad-hoc committees can be established by decision of the Council. They have a clear mandate, usually time-bound. The Chair of an ad-hoc committee, like the chairs of all standing committees, is requested to report in the occasion of the General Assembly.

7. COUNCIL OF ELDERS

The Council of Elders is a non-executive body comprised of people who are widely considered by consensus of the Council to be outstanding in their work in support of ICCAs. It is envisaged that the Council will be confined to a few excellent people with widely recognised merits and it is not expected to become a large body. Candidates for the Council must be agreed

unanimously by the Council, and Members of the Consortium will be advised of this decision. There is no need to justify the decision. The Council will have full power to identify the Elders of the ICCA Consortium without the need for a vote by the Members.

The Council of Elders supports the work of the Consortium, including by:

- Promoting ICCAs internationally and nationally as applicable;
- 'Representing' the Consortium in appropriate high-level events upon request by the Council;
- Providing advice on decisions of crucial importance to the life of the Consortium when the Council cannot reach consensus or whenever they feel this advice is necessary; and
- Helping to resolve disputes in rare cases, when called on by the Council.

To keep them up to date on events, the members of the Elders Council are included in the mailing list of the Council and receive the minutes of all General Assemblies, Extraordinary General Assemblies and Council meetings. They can attend any of these meetings if they wish. The Council of Elders can ask to be consulted on specific issues, if they feel this is necessary, even if they have not been called on by the Council.

8. FUNDERS

The ICCA Consortium will only seek funding from donors that support the vision and objectives of the Consortium and that are not involved in activities that violate the rights of indigenous peoples or local communities and/or undermine their ICCA related initiatives or conservation in general.

The Consortium does not normally seek funding from private corporations, unless those are specifically related to ICCAs and their caretaker indigenous peoples and local communities. It may seek funding from foundations set up by private corporations, provided the criteria mentioned above are strictly applied.

The Consortium will accept funding from Governments and intergovernmental institutions only after assuring itself that its independence to operate will in no way be compromised.

9. BUDGETARY and FINANCIAL OPERATIONS

9.1 Budget planning and reporting

The Treasurer provides a **Report to Members** on the occasion of the Annual General Assembly, usually including the final report for the preceding year and the preliminary report for the current year. As per Article 8 of the Statutes, the General Assembly notes the annual reports and makes decisions, as appropriate.

On the occasion of the General Assembly, the President, Global Coordinator and Treasurer

also submit a **Work Plan and Budget for the following year**. The yearly budget foresees **regular expenditures** (such as payment for Secretariats' fees, consultancies, publication costs, travel costs, etc., in accordance with the work plan and any existing project contracts) as well as foreseen extraordinary expenditures. The General Assembly approves the plan and annual budget and offer comments and guidance as needed.

In the course of each financial year, the Council may revise and adjust the plan and budget, as necessary, following specific evolving needs and opportunities. As soon as feasible after the end of each financial year the Treasurer also produces and submits to the Council the final financial report for the past year.

The Auditor of Accounts has full access to all documents related to budgetary and financial operations, decisions and transactions at any time of her/his choice during the year.

9.2 Financial operations

The following procedures guide the Consortium's financial operations:

- All expenditures are related to the administration of the Consortium and/or the implementation of activities as foreseen in its yearly Work Plan and Budget;
- Except on occasions in which electronic banking is unsuitable, all disbursements take place via electronic banking;
- All regular expenditures are made via the **Consortium Programme Manager**, who instructs the **Consortium Accountant** to disburse the Consortium resources as appropriate; the Treasurer, Global Coordinator and/or President are kept in copy;
- Any expenditure up to US\$1,000 that departs from the foreseen yearly Budget and Plan and/or needs to take place in cash can be individually approved by the President, Global Coordinator, or Treasurer upon specific request from the Programme Manager;
- Any expenditure above US\$1,000 that departs from the yearly Budget and Plan and/or needs to take place in cash is approved by at least two officers with the power of signature upon specific request from the Programme Manager. An exception to this rule is cumulative petty cash matters, e.g. many individual reimbursements on the occasion of gatherings (those are normally foreseen in advance and carefully accounted for); and
- Any expenditure above US\$10,000 that departs from the yearly Budget and Plan and/or needs to take place in cash is approved by the Council upon specific request from the Programme Manager.