



Together for birds and people

How BirdLife Works

*Operational Procedures
of BirdLife International*

THE ROLES, RESPONSIBILITIES AND WORKINGS
OF ALL COMPONENT PARTS OF BIRDLIFE INTERNATIONAL

As amended by the 26th Council Meeting, November 2005

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HOW BIRDLIFE WORKS

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INTRODUCTION

WHAT IS BIRDLIFE INTERNATIONAL?

BirdLife International is a global Partnership of conservation organisations with a focus on birds that works together on shared priorities, policies and programmes of conservation action, exchanging skills, achievements and information, and so growing in ability, authority and influence.

MISSION STATEMENT

The BirdLife International Partnership strives to conserve birds, their habitats and global biodiversity, working with people towards sustainability in the use of natural resources.

HOW IS BIRDLIFE INTERNATIONAL CONSTITUTED?

BirdLife International is a Partnership of non-governmental conservation organisations with a special focus on birds. Each Partner represents a unique geographical area or territory, most often a country. Partners are grouped within geographical regions (e.g. Europe or Africa) for the purpose of planning and implementing regional programmes and may choose to elect Regional Committees/Councils to support staff and Partners in delivering regional programmes.

Every four years the Partnership holds Global Partnership Meetings to adopt strategies, programmes and policies and elect Council and Regional Committee/Council members. The Council appoints a Director & Chief Executive to head a decentralised international Secretariat – the BirdLife International staff. The Secretariat coordinates and supports the Partnership to achieve BirdLife International's aims and objectives.

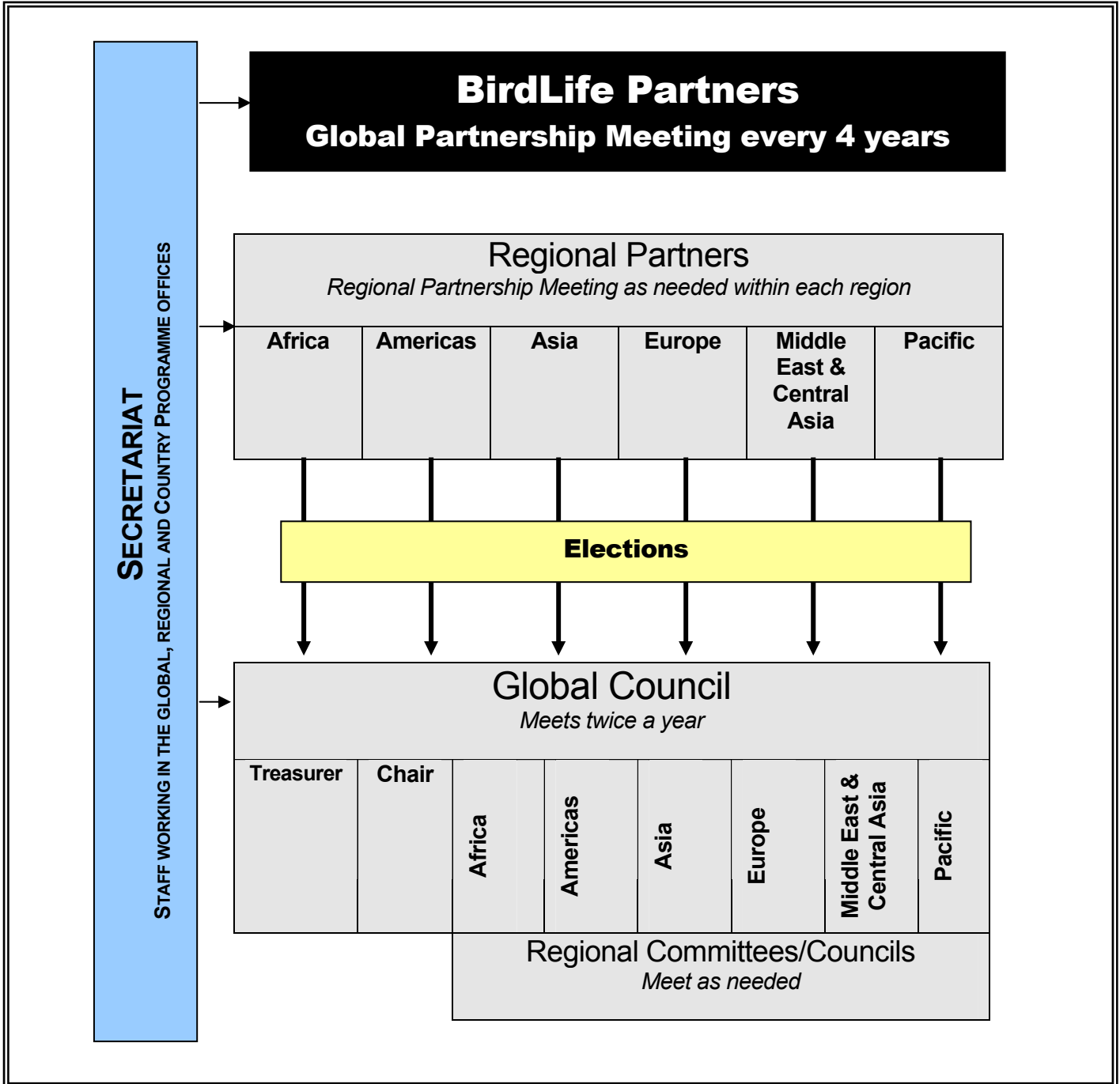
In addition to Partners and Partners Designate, BirdLife International has Affiliates (formerly called Representatives) and a flexible system of Working Groups, each with specific roles and responsibilities.

DEFINITIONS

- **PARTNER** : BirdLife Partners are the vote-holding organisations within the BirdLife Network. A Partner is a non-governmental organisation that must meet all the criteria for being a Partner (see Section 3, pages 8-11) .
- **PARTNER DESIGNATE**: BirdLife Partners Designate are non-governmental organisations in a transitional phase working towards becoming full Partners. A Partner Designate should meet a set of specific criteria and take steps to meet the criteria for Partner (see Section 3, pages 12-14).

- **AFFILIATE:** A BirdLife International Affiliate is a non-governmental organisation, an individual or a governmental organisation whose aim is to be the BirdLife contact in its geographical territory and works towards becoming or identifying a BirdLife Partner (see Section 3, pages 15-16).
- **PARTNERSHIP:** All BirdLife International Partners and Partners Designate.
- **NETWORK:** All BirdLife International Partners, Partners Designate and Affiliates (formerly called Representatives).
- **SECRETARIAT:** The body of global and regional staff who coordinate and facilitate the BirdLife International strategies, programmes and policies (see Section 4, page 26-27).
- **BIRDLIFE INTERNATIONAL :** The BirdLife Network and the Secretariat constitute BirdLife International.
- **REGIONAL PARTNERSHIPS:** Partners and Partners Designate within a BirdLife International Region.
- **COUNCIL:** The global governing body of BirdLife International, elected by the Partners. Its composition assures representation from all regional Partnerships (see Section 4, pages 17-23).
- **REGIONAL COMMITTEES/COUNCILS:** Regional advisory bodies elected by the regional Partnership under specific terms of reference) see Section 4, pages 24-25).

STRUCTURE OF BIRDLIFE INTERNATIONAL



HOW TO JOIN THE BIRDLIFE NETWORK

ADMISSION MECHANISM

Organisations wishing to join the BirdLife International Partnership enter as a Partner Designate and must have collaborated with BirdLife outside the network for at least two years before becoming a Partner Designate.

The admission mechanism (for Partner Designates) and the upgrading mechanism (for Affiliates), is as follows:

- The candidate organisation applies in writing to the BirdLife International Secretariat.
- The application is evaluated against the criteria outlined in the following sections at a meeting between Secretariat staff and the organisation's key staff and board members. A Criteria Interpretation Guidance document will be used by staff carrying out the evaluations. Written advice is provided by supporting Partners, if they exist.
- Regional Committees/Councils provide recommendations on the initial evaluation to the Secretariat and Council.
- Global Council make a decision during their Council meeting following written consultation with the Partnership (see the following sections for specific details).

The appointment or upgrading process may take up to nine months, depending on the meeting dates of the Council and Regional Committee/Council meetings.

REVIEW OF THE NETWORK

All BirdLife International Partners will be reviewed against the current criteria before each Global Partnership Meeting. This process is a constructive tool for identifying areas where Partners may need support, and for strengthening Partners' capacity to deliver the Birdlife Programmes.

Each Partner Designate will be reviewed against the current criteria before each Global Partnership Meeting in anticipation of becoming a full Partner.

Affiliates will be reviewed before each Global Partnership Meeting.

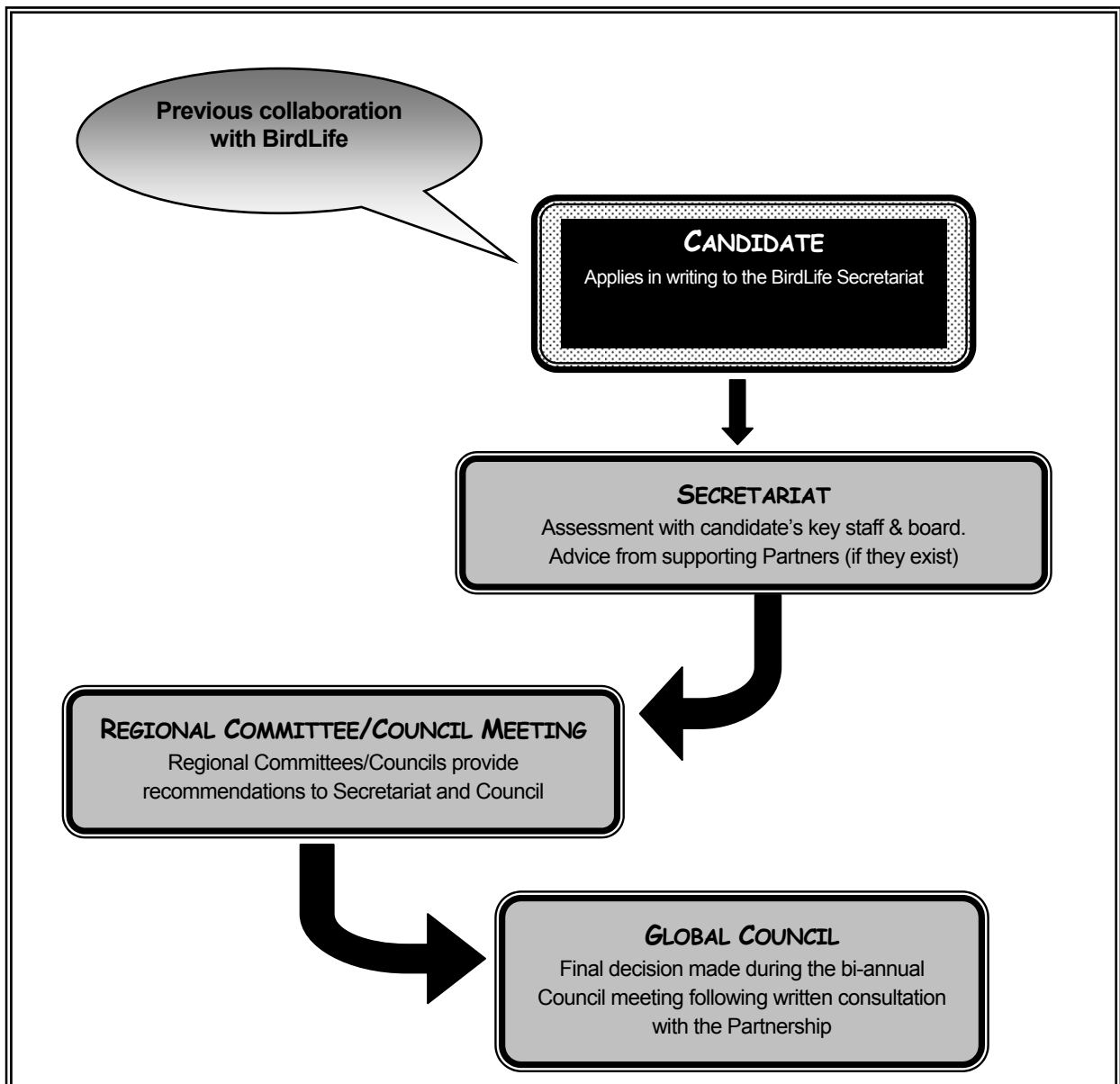
GENERAL ADMISSION PRINCIPLES

National organisations of other international conservation networks cannot be part of the BirdLife International Network if branding, organisational and programmatic aspects may constrain the promotion and implementation of BirdLife messages and strategy.

Only one BirdLife Partner or Partner Designate or Affiliate may be admitted per country/geographical territory. Exemptions may be approved only under exceptional circumstances.

COLLABORATING ORGANISATIONS

BirdLife International no longer has a formal category of Associate Organisation but continues to welcome collaboration and cooperation with other organisations from outside the BirdLife network with a declared interest in bird or nature conservation. Such collaborating organisations may provide information, assistance and expertise when working with a Partner or the Secretariat. In countries where no Partner or Partner Designate exists, this collaboration may lead to formal admittance into BirdLife International.



NETWORK

Partner

CONSTITUTION

Vote-holding member organisation of BirdLife International that has signed the Partnership Agreement.

ROLE

To represent BirdLife International and to implement its strategies, policies and programmes within its own territory.

To work together, within BirdLife International, to develop and implement strategies, policies and programmes to achieve the Mission of BirdLife International.

RESPONSIBILITIES

Participate in the development and adoption of BirdLife strategies, policies and programmes, at both a global and regional level.

Promote and execute the jointly agreed strategies, policies and programmes of BirdLife International within its own territory.

Collaborate with the BirdLife Network to execute agreed strategies, policies and programmes worldwide.

Promote the strengthening of the BirdLife Network and implementation of BirdLife Strategy and the Regional Programmes by building links and working with collaborating organisations and individuals within its territory.

Contribute financially an agreed amount to BirdLife and maximise funds raised within its territory for the BirdLife International Programme.

Take the lead in the implementation of identified projects and activities of the BirdLife Programme according to expertise, interest and capabilities.

Regularly report on all significant activities undertaken in the name of BirdLife to the Partnership through the Secretariat.

Inform the Partnership, through the Secretariat, of the status of bird species, sites and habitats in its territory and on issues affecting their conservation that are relevant to the work of BirdLife.

Provide and share bird data with the Partnership for the benefit of bird conservation.

Operate within the provisions of the Partnership Agreement or decisions jointly made by the Partnership.

Legally register the name and logo of BirdLife International in its home country/territory under license from BirdLife and immediately cancel this registration should the organisation cease to be a Partner for any reason.

BENEFITS

Participation in debates on conservation issues, policies, strategies and regional programmes at BirdLife World and Regional Conferences and in decision-making at Partnership Meetings.

Exclusive use of BirdLife International name and logo in territory.

Sharing in the success and achievements of BirdLife International and its Partners worldwide.

Support for conservation issues of global significance within its territory.

Access to BirdLife data holdings and combined knowledge and expertise of BirdLife Partnership.

Conservation, marketing and development advice and support.

Regular receipt of BirdLife publications.

ELIGIBILITY

The Partner should preferably be the strongest national Non-Government Organisation (NGO) in its country or territory which has:

- a) a clear bird conservation programme (even though it may have a wider conservation or environmental role), and
- b) an ethic which fits well with that of BirdLife
- c) a willingness and capacity to commit to the Mission, Vision, Strategy and Regional Programme of BirdLife.

The Partner must meet the following criteria:

- 1) Be an independent, membership and supporter based, grassroots, national, non-governmental organisation, and is governed by a democratic body.

For expatriate based organisations: it must have sufficient national (non-expatriate) representation on its Board, staff and members to strongly influence or determine decisions.

- 2) Have an office with well qualified staff to run its affairs.
- 3) Have a legal identity in the country in which it is based, allowing it to become a member of a limited company abroad.
- 4) Be self-sufficient through a programme to raise and increase funding for core operations and the implementation of the BirdLife Programme.
- 5) Contribute to the BirdLife Secretariat annual budget to a formula set by the BirdLife Council.
- 6) Have a special, demonstrable interest in the conservation of birds and bird habitats, sharing the BirdLife Strategy and Regional Programme objectives.
- 7) Work and have good relationships with relevant organisations and individuals within its territory.
- 8) Cover a country or, under exceptional circumstances, a distinct geographical territory.
- 9) Must have worked actively as Partner Designate with BirdLife International in the implementation of the Regional Programme for at least 2 years.
- 10) Have experience and capacity, through its national and local networks, to implement the BirdLife Programme by achieving tangible conservation outcomes in the following key areas:
 - Species: collect data and take action on species, particularly Globally Threatened Birds.
 - Sites: collect data, identify, monitor and take action for IBAs.
 - Habitats: collect data on habitats and influence land use and other policies impacting birds and their habitats.
 - People: promote interest in birds, conservation and the environment through public awareness campaigns and educational programmes; promote links between biodiversity conservation and people's livelihoods.
- 11) Contribute to the regional activities of BirdLife International.

ADMISSION

A candidate organisation must have worked as a Partner Designate with BirdLife International for at least two years before becoming eligible for consideration as a Partner.

Partners are admitted by the Council after consultation with the Partnership by means of a written circular. If objections are received from one or more existing Partners and these cannot be resolved by the Director & Chief Executive, the admission will be finally decided on by the Council, taking into account all the views expressed.

Partners will be reviewed against the criteria before each Global Partnership Meeting (see Section 2, Review of the Network).

WITHDRAWAL

A Partner wishing to withdraw from the Partnership must give at least 12 months' notice in writing to the Director & Chief Executive. All financial obligations and commitments of the Partner remain in place during that period and must be paid *pro rata* until the end of the membership period.

In the case of serious violation of the Partnership Agreement or the Bye-laws or other activities prejudicial to the interests of BirdLife, the Council may withdraw Partnership status with immediate effect.

Partnership status will only be withdrawn by the Council, for any reason, after full discussion and explanation with the Partner concerned and a Partner whose Partnership status has been withdrawn by Council has the right to present its case to the next Partnership Meeting, at which membership may be restored by a two-thirds majority vote.

On leaving the Partnership the use of the name and logo of BirdLife International, and any legal registration that might exist thereof, must be surrendered to the Secretariat. Should the Partner have legally adopted the name of BirdLife, it must change its name.

Partner Designate

CONSTITUTION

Non-voting member of the BirdLife Network, having agreed in principle to become a Partner by signing a Declaration of Intent, and may do so within two years if they meet the criteria.

ROLE

To prepare for representing BirdLife International within its own territory.

To work together, within BirdLife International, to develop and implement strategies, policies and programmes to achieve the Mission of BirdLife International (although without the capacity to vote).

RESPONSIBILITIES

Same as for Partners, with the following exceptions:

- having no formal vote on adoption of strategies, policies and programmes, or for election of Council members,
- having no obligation for financial contributions to BirdLife International (but see criterion number nine).

Although the Partner Designate has not yet signed the Partnership Agreement, it is expected to adhere to the spirit and principles of the Agreement.

BENEFITS

Same as for Partners but not able to benefit from taking part in decision making for the Partnership.

ELIGIBILITY

Partners Designate must be committed, in principle, to sign a full Partnership Agreement within around two years of becoming a Partner Designate.

The Partner Designate must meet the following criteria:

- 1) Be an independent, membership and supporter based, grassroots, national, non-governmental organisation, governed by a democratic body.

For expatriate based organisations: Have sufficient national (non-expatriate) representation on its Board, staff and members to strongly influence and determine decisions, or a definitive strategy to achieve this before becoming a Partner.

- 2) Have a legal identity in the country in which it is based, allowing it to become a member of a limited company abroad.
- 3) Have a special, demonstrable interest in the conservation of birds and bird habitats, sharing the BirdLife Strategy and BirdLife Regional Programme objectives.
- 4) Work and have good relationships with relevant organisations and individuals within its territory.
- 5) Cover a country or, under exceptional circumstances, a distinct geographical territory.
- 6) Have experience and capacity, through its national and local networks, to:
 - Collect data on the conservation status of species, sites and habitats, using birds as indicators.
 - Identify and monitor the status of IBAs in a country.

The Partner Designate must move towards the following criteria:

- 7) Have an office with well qualified staff to run its affairs
- 8) Be self-sufficient through a programme to raise and increase funding for core operations and the implementation of the BirdLife Programme.
- 9) Contribute to the BirdLife Secretariat annual budget to a formula set by BirdLife Council.
- 10) Have experience and capacity, through its national and local networks, to implement the BirdLife Programme by achieving tangible conservation outcomes in the following key areas:
 - Species: take action on species, particularly Globally Threatened Birds.
 - Sites: take action for IBAs.
 - Habitats: collect data on habitats and influence land use and other policies impacting birds and their habitats.
 - People: promote interest in birds, conservation and the environment through public awareness campaigns and educational programmes; promote links between biodiversity conservation and people's livelihoods.
- 11) Contribute to the regional activities of BirdLife.

ADMISSION

To become a Partner Designate an organisation must have been known to, and worked with, BirdLife International for at least two years and must have a demonstrable interest in the mission and objectives of BirdLife.

Partners Designate are admitted by the Council after written consultation with all Partners. Admission is initially for two years and is then subject to review, as appropriate, and renewal by the Council, in which the likelihood of attaining full Partner

status is assessed. If the Partner Designate is not, in the view of Council, making significant progress towards achieving full Partner criteria, Partner Designate status may be withdrawn.

WITHDRAWAL

A Partner Designate wishing to withdraw from the Declaration of Intent must give written notice to the Director & Chief Executive. Depending on the reasons for withdrawal, alternative forms of association with BirdLife may be explored.

In case of serious violation of the Declaration of Intent or the Bye-laws, or of activities prejudicial to the interests of BirdLife, the Council may withdraw Partner Designate status with immediate effect.

On leaving the Partnership the use of the name and logo of BirdLife International, and any legal registration that might exist thereof, must be surrendered to the Secretariat. Should the Partner Designate have legally adopted the name of BirdLife, it must change its name.

Affiliate

CONSTITUTION

Non-voting member of the Network appointed by the Council as the official BirdLife contact in a geographic area not covered by a Partner or Partner Designate.

ROLE

To facilitate and assist BirdLife develop and implement its strategies, policies and programmes within its territory.

To act on behalf of BirdLife as requested by the Council or Secretariat.

RESPONSIBILITIES

Advise BirdLife on bird conservation issues of international importance within its territory which are relevant to its strategies, policies and programmes.

Promote the strategies, policies and programmes of BirdLife within its own territory.

Participate by agreement with the Secretariat in the implementation of strategies, policies and programmes of BirdLife within its territory.

Where possible, work towards becoming the BirdLife Partner for the territory or identifying a suitable organisation to fulfil that role, if appropriate.

Advise the Secretariat of any funding opportunities for BirdLife within the territory and assist in raising such support as appropriate.

Regularly report on all activities undertaken in the name of BirdLife to the Partnership through the Secretariat.

Inform the Partnership, through the Secretariat, on the status of bird species, sites and habitats in its territory and on issues affecting their conservation that are relevant to the work of BirdLife.

BENEFITS

Attendance at BirdLife World and Regional Conferences and participation in debates on conservation issues, policies and strategies.

Support for conservation issues of regional and global importance within its territory.

Access to aggregate knowledge and expertise of BirdLife Network.

Regular receipt of BirdLife publications.

ELIGIBILITY

National or local NGO (or in exceptional cases an individual or government body) with demonstrable interest in bird conservation and willingness to participate actively in the BirdLife Network. Preference is to be given to an organisation over an individual, particularly if that organisation might be candidate for eventual Partner status.

Affiliates are expected to support the Mission and objectives of BirdLife International.

Affiliates are not eligible to adopt the BirdLife name or logo into their national name or logo.

APPOINTMENT

Appointed by the Council for renewable periods, no one of which may exceed four years, on recommendation of the Director & Chief Executive, who will have consulted with appropriate regional Partners beforehand. Appointments are usually made/renewed immediately after a World Conference.

WITHDRAWAL

Affiliates may withdraw from their affiliation with BirdLife by giving written notice to the Director & Chief Executive.

In case of activities prejudicial to the interests and principles of BirdLife, or if the Affiliate is not sufficiently active, the Council may withdraw Affiliate status by means of written notification by the Director & Chief Executive

GOVERNANCE AND COORDINATION

Council

CONSTITUTION

Executive body of BirdLife International elected by the Partners.

ROLE

To act on behalf of the Partnership between Partnership Meetings and to oversee the work programmes and budget of the Secretariat.

RESPONSIBILITIES

Evaluate strategies, policies and programmes for presentation to the Partnership.
Take urgent policy decisions where consultation with Partners is not practical.

Monitor the implementation and evaluate the effectiveness of BirdLife strategies, policies and programmes.

Admit new Partners (after consultation with the Partnership) , appoint Affiliates, Working Groups, Specialist Groups, other Committees and Task Forces and regularly review their performance.

Approve annual work programme and budget of the Secretariat and evaluate Secretariat performance.

Nominate co-opted members of the Council.

Recruit and supervise Director & Chief Executive, and determine terms of reference and adopt BirdLife Operational Procedures.

COMPOSITION

Chairperson:

One seat (nominated by the Council, taking into account suggestions by the Partners, elected by the Global Partnership Meeting).

Treasurer :

One seat (nominated by the Council, taking into account suggestions by the Partners, elected by the Global Partnership Meeting).

ELECTED MEMBERS:

One seat to be allocated to each geographical region which is recognised by the Council as a Regional Grouping of Partners. The Regional Partnership Meeting should either nominate a candidate for that particular region or delegate the authority to nominate a suitable candidate to the Regional Committee/Council. If the Regional Chair and Global Council member from any region are not the same person, both must be fully engaged with regional and global concerns. If the Global Council member is not the Regional Chair, then that person will automatically become a member of the Regional Committee/Council and will be required to communicate closely with the Regional Chair and participate in Regional Partnership Meetings. The Council will decide on the number of Regional Groupings for each Strategy period (usually four years) with at least four, but no more than seven, regions to be identified, and inform the Partnership not later than six months before the election of a new Council. In addition, a second seat will be available for nomination by the European Regional Committee, to serve for the four year period commencing in February 2004.

Up to four seats will also be available for individuals nominated by any of the Partners and elected at the Global Partnership Meeting

However, under this rule no region will have more than three seats elected to Council (excluding any co-opted seats), through either the Regional or Global Partnership Meetings.

Co-opted:

Up to five co-opted seats (appointed by the Council) of which a maximum of three are appointed by reference to a Partner's financial contribution to BirdLife (according to a formula determined and regularly reviewed by the Council).

Secretary:

One seat for the Director & Chief Executive as non-voting secretary .

NOMINATION

Candidates for Chairperson and Treasurer are nominated by the Council taking into account any suggestions by the Partners.

Candidates for the Council to represent Partners of a region are nominated by those Partners.

Candidates for the Council may include up to four individuals nominated by any of the Partners.

For seats qualifying under the rule for Partners making the largest direct financial contributions, nominations are put forward by the respective Partner.

All nominations from the Partners for any position must be received by the Director & Chief Executive in writing at least 60 days before the election. They must be accompanied by a brief explanation of the candidate's qualifications.

Details of all candidates must be sent to all Partners (whether attending an election meeting or not) at least 45 days before the election.

ELECTION

The Chairperson, Treasurer and Council members (excluding co-opted members) are elected by all Partners.

Elections for Council take place at a Partnership Meeting every fourth year, usually in conjunction with the BirdLife World Conference, based on the following general voting system:

Each Partner has one vote for each position to be elected, but (in case of regions with more than one member) cannot cast more than one vote for any one candidate.

In the first ballot those candidates with an absolute majority (more than 50% of votes cast) are elected.

If insufficient candidates reach the absolute majority a second ballot is to be carried out (excluding the candidates already elected) on a simple relative majority system.

In case of a tie, i.e. two candidates having exactly the same number of votes, the Chairperson of the election meeting will have a second, casting vote.

CO-OPTION

The co-opted members are appointed by the Council for their ability to make an active contribution to BirdLife, especially in fundraising, public affairs, marketing, business or scientific matters, so as to ensure the availability of the right range of skills on the Council. All Partners will be informed in writing when new co-options to the Council have been made.

ELIGIBILITY

To be eligible to serve as a regionally elected Council Member, a nominee must be a staff or Board Member of a BirdLife Partner, Partner Designate or Affiliate.

Each elected Council member can serve up to two consecutive four-year terms, but a third consecutive term is possible if one or two of the terms were served as Chairperson or Treasurer. The maximum period of consecutive service on Council is 12 years. After an absence of four years re-election to the Council is possible.

If an elected member ceases to be able to represent the Partnership, he/she is no longer eligible to serve on the BirdLife Council and the appointment will terminate.

If a vacancy of an elected position arises mid-term, the Council may co-opt a new Council member to serve for the remainder of the term after consultation with the Partners of the region concerned.

If a co-opted member is unable to participate actively in the work of the Council any longer, the Council may decide to terminate the co-option.

REMUNERATION

The members of the Council do not receive any remuneration from BirdLife International for their work, and reimbursement of costs of attendance is provided by BirdLife only in special circumstances where attendance would otherwise not be possible.

MEETINGS

The Council normally meets about every six months, but at least once a year.

For decision-making, a quorum of 50% of Council members is required.

Voting on Council is by simple majority, with the Chairperson having a second, casting vote.

POSTAL BALLOT

The Council may make decisions by means of a postal ballot in between Council meetings. The ballot papers, together with a clear explanation of background, issue and decision to be taken, must be dispatched by the Secretariat at least 30 days before the close of vote (which can be cast by mail, fax, phone, or by e-mail with confirmation of receipt from the Secretariat).

COUNCIL CHAIRPERSON

CONSTITUTION

Highest elected position of BirdLife International.

ROLE

To represent BirdLife at the highest level and to provide leadership to the entire organisation.

RESPONSIBILITIES

Preside over Council, Global Partnership Meetings and BirdLife World Conference.

Attend Regional Partnership Meetings as regularly as possible.

Represent BirdLife at highest levels as required.

Advise and provide guidance to the Director & Chief Executive.

Act as mediator in grievance procedures.

ELECTION

Nominated by the Council taking into account suggestions by the Partners, elected by the Partners (see Section 4, Council, pages 18-19).

ELIGIBILITY

Should be a person of some international standing with interest and experience in conservation, capable of representing the interests of the entire organisation. Normally the Chairperson would not be a paid staff member of a Partner.

For the number of terms eligible to serve, see Section 4, Council, page 19.

COUNCIL TREASURER

CONSTITUTION

Elected position on Council.

ROLE

To have lead responsibility for BirdLife finances at Council level.

RESPONSIBILITIES

Supervise, in the name of the Council, all financial affairs of BirdLife International.

Take the lead in the development of fiscal policies.

Appoint (after consultation with Council) a Finance Committee of at least three persons to review the Secretariat's finances and provide guidance to Council on finance and investment matters.

Advise the Secretariat on finance issues.

ELECTION

Nominated by the Council, elected by the Partners (see Section 4, Council, pages 18-19).

ELIGIBILITY

Should be an individual with sound finance and accounting experience, ideally in the international sector.

For the number of terms eligible to serve, see Section 4, Council, page 19.

HONORARY OFFICERS

CONSTITUTION

Elected position of one Honorary President and one or more Honorary Vice-Presidents.

ROLE

To provide BirdLife with the wisdom derived from long personal experience in international conservation and association with BirdLife.

RESPONSIBILITIES

Undertake special tasks on behalf of the Council, the Chairperson or the Director & Chief Executive.

RIGHTS

Attend World and Regional Conferences.

Participate in discussions of the Partners at the invitation of the Chairperson.

NOMINATION

All Honorary Officers are nominated by the Council.

ELECTION

Elected by the Partners (usually in conjunction with a World Conference) on simple majority of votes cast.

ELIGIBILITY

Honorary Vice-Presidents are elected for four years at the time of the Council election. There is no restriction on the number of terms.

The length of term of the Honorary President is negotiated by the Council; no re-election is required during the agreed term.

Regional Committees/Councils

CONSTITUTION

Advisory body of BirdLife International which may have certain powers delegated to it by the Global Council, elected by the Partners within the region.

ROLE

To represent the Partners within the region on matters relating to the development and implementation of the Regional Programme and to advise, assist and support the Global Council, Partners and staff on other regional issues as they arise.

RESPONSIBILITIES

Advise and help the staff and Partnership in Regional Programme development and implementation.

Support staff in the development of the Secretariat work plans.

Review and comment on regional budgets and assist with the financial development of the Regional Partnership and Programme.

On behalf of the Global Council, monitor and evaluate the Secretariat performance within the region.

Help secure contributions from Partners to Regional Programmes and the Secretariat operating costs.

Take on agreed delegated global responsibilities from Council.

Assist in communicating information used in discussions between Partners, the Regional Committee/Council, the Secretariat and the Global Council.

Convene the Regional Partnership Meetings.

COMPOSITION

Chairperson, members of global Council (or their nominees), 3-15 individuals elected by all Partners in that region, and up to three co-opted non-voting members from other regions. Such non-voting members are likely to come from Partners who provide technical or financial assistance to the region. The Director & Chief Executive, or his/her agreed nominee, as non-voting secretary.

NOMINATIONS

Candidates are nominated by Partners within the region.

ELECTION

Elections for Regional Committees/Councils take place at a Regional Partnership Meeting, based on the following general voting system:

Each Partner has one vote for each position to be elected, but cannot cast more than one vote for any one candidate.

In the first ballot those candidates with an absolute majority (more than 50% of the votes cast) are elected.

If insufficient candidates reach the absolute majority, a second ballot needs to be carried out (excluding candidates already elected) on the simple relative majority system.

In the case of a tie, i.e., two candidates having exactly the same number of votes, the Chairperson of the election meeting will have the casting vote.

The Chairperson is elected by the Regional Committee/Council from within.

CO-OPTION

The Regional Committee/Council may co-opt members in recognition of the contributions they make to the Regional Programme.

ELIGIBILITY

To be eligible to serve as an elected Regional Committee / Council Member, a nominee must be a staff or Board Member of a BirdLife Partner, Partner Designate or Affiliate.

Each elected or co-opted Regional Committee/Council member can serve up to two consecutive four year terms, but a third consecutive term is possible only if one or two of the terms were served as Chairperson. The maximum period of consecutive service on the Regional Committee/Council is 12 years.

If an elected member ceases to be a staff or Board Member of a BirdLife Partner, Partner Designate or Affiliate, he/she is no longer eligible to serve on the BirdLife Regional Committee / Council and the appointment will terminate.

If a vacancy of an elected position arises mid-term the Committee may co-opt a new member to serve for the remainder of the term, after consultation with the Partners of the region concerned.

If a co-opted member is unable to participate actively in the work of the Committee, the Committee may decide to terminate the co-option.

REMUNERATION

The members of the Committee do not receive any remuneration from BirdLife International for their work and reimbursement of costs of attendance is provided only in special circumstances, where attendance would otherwise not be possible.

MEETINGS

The Regional Committee/Council meet as necessary. For decision making, a quorum of 50% of Committee members is required. Voting on the Committee is by simple majority, with the Chairperson having a second, casting vote.

Secretariat

CONSTITUTION

Co-ordinating and management body of BirdLife International appointed by and reporting to the Council.

ROLE

To co-ordinate the planning and execution of BirdLife strategies, policies and programmes as directed by the Council on behalf of the Partnership.

RESPONSIBILITIES

Lead the process of developing BirdLife strategies, policies and programmes for adoption by the Partnership.

Co-ordinate the execution of BirdLife strategies, policies and programmes by the BirdLife Network, establishing agreements with each member of the Network on tasks to be accomplished over given periods of time.

Execute parts of the BirdLife International Programme on behalf of the Partnership as requested.

Facilitate communication within the BirdLife Network.

Send annual activity reports and accounts to all Partners.

Service the Council as requested and submit annual work plans and budgets for approval.

Organise and attend World Conferences, Regional Conferences, Partnership Meetings, Council Meetings and other gatherings of the constituency and Network, as deemed appropriate by Council.

DIRECTOR & CHIEF EXECUTIVE

Appointed by the Council, the Director & Chief Executive is the head of the Secretariat and has ultimate responsibility for its activities and reports to the Council.

STAFF

The Director & Chief Executive may appoint, within the means available, such staff as is necessary to carry out the work of the Secretariat on overall terms and conditions approved by the Council.

REGIONAL OFFICES

In addition to its main headquarters, currently in the U.K., the Director & Chief Executive may establish Regional Offices as extensions of the Secretariat to facilitate co-ordinating and planning tasks of the Secretariat and communication with Partners in the regions.

The terms of reference of a Regional Office and its precise relationship with Regional Partners are decided on individually by the Director & Chief Executive, in consultation with the Council and the Partnership.

MEETINGS AND CONFERENCES

Partnership Meeting

CONSTITUTION

Global assembly of the BirdLife Partnership; ultimate decision-making body of BirdLife International.

ROLE

To approve the constitution, strategies, policies and programmes of BirdLife International.

To appoint a governing Council to act on its behalf.

RESPONSIBILITIES

Decide on all constitutional matters.

Adopt BirdLife strategies and programmes.

Adopt the policies of BirdLife.

Approve annual reports and accounts of BirdLife as presented by the Council.

Elect Chairperson, Treasurer, Council members and Honorary Officers.

Give direction to the Council on tasks it thinks appropriate.

FREQUENCY

British company law requires an annual meeting of the Partners (although no physical presence of Partners would be required provided a formal proxy voting system is in place), but the Partners may decide by resolution at a Partnership Meeting to hold such meetings less frequently.

A meeting of the global Partnership, with as many Partners present as possible, will be held at least every four years in conjunction with the BirdLife World Conference, but ideally at more frequent intervals.

All Partners are to be informed of a regular Partnership Meeting in writing at least 60 days in advance, indicating the major agenda items to be discussed.

An extraordinary Partnership Meeting may be requested by one tenth of all Partners or the Council. It must be held within 49 days of the Director & Chief Executive receiving the request.

ATTENDANCE

Partners and Partners Designate (without the right to vote). Each Partner and Partner Designate may send up to three delegates to a Partnership Meeting. The Director & Chief Executive may approve, on application, a larger delegation from a Partner provided this does not unduly affect the regional balance of participants.

Affiliates and individuals from other parts of the Network may be invited as observers, at the discretion of the Director & Chief Executive, if this is helpful for the topics to be discussed or in the interest of BirdLife. Observers may participate in the debate at the Chairperson's discretion.

Council members, the Director & Chief Executive and other nominated Secretariat staff have the right to attend.

VOTING

Each Partner has one vote. Vote holders must be nominated by means of a letter of accreditation to the Director & Chief Executive signed by an authorised officer of the Partner.

For a vote to be valid at least half the Partners must cast their vote directly or through a properly appointed proxy. The result of a vote is final.

Partners may vote in both ordinary and extraordinary meetings by proxy. In these cases proxy votes can be cast by another vote holding Partner, or any other individual appointed by means of a letter to the Director & Chief Executive, signed by a senior official of the Partner assigning the proxy vote. There shall be no limit to the number of proxy votes a Partner or individual may hold.

Normally, voting is by simple majority of votes cast (with the Chairperson having the casting vote), except for:

- Amendments of Bye-laws and Mission Statement: 75% majority required
- Adoption of policies: at least 60% 'yes' votes and no more than 10% 'no' votes required.
- Restoration of Partnership status: 66% majority.

POSTAL BALLOT

If a Partnership decision is required between Partnership Meetings, a postal ballot can be held. The same voting rules apply for meetings and for postal ballots except that the provisions for voting by proxy do not apply in postal ballots. The ballot papers, together with a clear explanation of background, issue and decision to be taken, must be dispatched by the Secretariat at least 60 days before close of vote if sent by air mail, and 30 days before close of vote if sent by fax or e-mail.

AGENDA

The agenda of Partnership Meetings is decided on by the Chairperson in consultation with the Secretariat. Any Partner may submit suggestions.

Any five Partners can jointly require the inclusion of a specific issue in the agenda, provided it is of international significance. It must be received by the Secretariat 60 days before the meeting together with a brief background document and a clear recommendation on proposed action.

World Conference

CONSTITUTION

Non-decision making assembly of entire BirdLife Network.

ROLE

To provide a global forum for exchanging information and experience between, and facilitating debate by, the entire BirdLife Network on priority conservation issues affecting birds and the mission of BirdLife worldwide.

To give general advice on BirdLife strategies, policies and programmes.

To present and promote BirdLife strategies, policies and programmes to the wider conservation community, government decision-makers, development agencies and ornithologists.

FREQUENCY

Every four years at a location to be decided by the Council.

In deciding on the location, the Council will give consideration to the following points:

- Rotation of Conference through different regions
- Possibility to have positive impact on local conservation awareness
- Reasonable price levels and international accessibility
- Possibility of obtaining financial support and sponsorship from local and regional sources

ATTENDANCE

All parts of the BirdLife Network, as well as co-operating agencies, institutions and individual experts.

Regional Partnership Meetings

CONSTITUTION

Assembly of the Regional Partnership.

DELINEATION

The Council decides on, and reviews at least every four years, the number and precise delineation of regions. A maximum of seven are possible, fitting into the following general pattern:

- North America & Caribbean
- Central and South America
- Europe
- Africa
- Middle East & Central Asia
- Asia
- Australia & Pacific

Fewer and different groupings are permissible provided they are coherent from a programme viewpoint.

ROLE

To approve, within the overall strategic and policy framework of BirdLife, the regional policies and programmes.

RESPONSIBILITIES

Discuss and adopt regional programme priorities within framework of BirdLife International Strategy.

Discuss and adopt policies concerning regional issues within the framework of general BirdLife policies.

Monitor and evaluate the effectiveness of BirdLife activities in the region and report on these to the Council through the regional Council members.

Nominate and elect the region's Council members.

FREQUENCY

To be decided by Regional Partners depending on regionally most suitable method of operation. However, at a minimum, Regional Partnership Meetings are to be held at each BirdLife World Conference and in conjunction with BirdLife Regional Conferences.

ATTENDANCE

Regional Partners, Partners Designate and Affiliates (without the right to vote).

Affiliates and other parts of the regional Network, as well as Partners from outside the region, but with a programme interest in the region, may be invited as observers by the Director & Chief Executive and the regional Chairperson, after consultation with the Regional Partners.

VOTING

As for Partnership Meeting.

REGIONAL COMMITTEE/COUNCIL

The regional Partners may elect a Regional Committee/Council (to be named appropriately) to co-ordinate and facilitate its activities (see Section 4, Regional Committees/Council, pages 24/25). It should represent all parts of the region.

Number and election of committee members is to be regulated by regional Partners according to their own preferences. However, to ensure proper co-ordination between the BirdLife Council and a Regional Committee/Council all the Partners represented on the BirdLife Council should be ex-officio members of the respective Regional Committee/Council (although not necessarily represented by the same person).

The precise tasks, terms of reference and method of operation of the Regional Committee/Council are decided by the regional Partners, but should generally be modeled on the BirdLife rules for the Council. The Regional Committee/Council does not have any constitutional power beyond the mandate given by the regional Partners within their own remit. No decision of the Regional Committee/Council may override the constitutional mandate of the Council or the Partnership Meeting.

Regional Conferences

CONSTITUTION

Optional: Non-decision making assembly of all BirdLife Network members of a region.

DELINEATION

There is no fixed delineation of regions for Regional Conferences; they can be kept flexible according to the precise purpose of the meeting and topics to be discussed. Specifically, they do not need to (but may) conform to the regions specified for Council election purposes.

ROLE

To provide a regional forum for exchanging information and experience between, and facilitating debate by, the BirdLife Network in a region on priority conservation issues affecting birds and the Mission of BirdLife in that region.

To obtain advice on regional BirdLife strategies, policies and programmes from the regional Network.

To present and promote BirdLife strategies, policies and programmes to the wider conservation community, government decision-makers, development agencies and ornithologists of the region.

FREQUENCY

The Partners may decide on the frequency and location of Regional Conferences in consultation with the Director & Chief Executive.

Normally, they would not be more frequent than once every four years, ideally in between BirdLife World Conferences. In some regions, the Conference might be linked to, or be part of, a regional ornithological congress (in which case the frequency might be more often than every four years).

ATTENDANCE

Regional BirdLife Network, as well as co-operating agencies, institutions, individual experts and Network members from outside the region, who have a programme interest in the region.

AMENDMENT OF REGULATORY DOCUMENTS

BYE-LAWS

Any five Partners jointly, or the Council, may propose amendments to the Bye-laws. They must be submitted in writing to the Director & Chief Executive.

Proposals for amendments must be decided on at Partnership Meetings or by postal ballot of the Partners. Notification of proposed constitutional changes must be sent in writing to all Partners at least 90 days before a vote is to take place.

Any constitutional change requires a 75% majority of votes cast, observing the general rules of voting (see under Partnership Meeting). Depending on the nature of the change, it may also require approval by the U.K. Charity Commission.

Officially approved amendments to the Bye-laws must be conveyed in writing to all Partners within 45 days of passing such amendments.

PARTNERSHIP AGREEMENT

The general articles of the Partnership Agreement can be amended by the same procedures as for the Bye-laws.

MISSION

The Mission Statement can be amended by the same procedures as for the Bye-laws.

OPERATIONAL PROCEDURES

Amendments to the Operational Procedures are decided on by the Council, but Partners may suggest such amendments for consideration by the Council.

Before deciding on any major change, the Council will consult with Partners in advance at a Partnership Meeting or by way of correspondence.

Any change to the Operational Procedures decided on by the Council is to be conveyed in writing to all Partners by the Director & Chief Executive.