



2018 ANNUAL MEETING GOVERNING COUNCIL
April 28-29
Montevideo, Uruguay
DECISIONS

GOVERNANCE DOCUMENT

- The Governing Council (GC) **approves** the revised **Governance Document**.
- The GC **proposes** that the **next revision** of the Governance Document be **examined** at the Annual GC meeting in **2021**.

STRATEGIC PLAN

- The GC **approves** the Strategic Plan, including **remarks and provisions** as recommended from the Advisory Committee (AC). *Details on p. 2 of full minutes.*
- The GC **supports** the basic ideas presented in the **Arctic concept note**, **requesting** the AC to explore ways to best advance the **Arctic concept** under the Future Earth umbrella. The GC **requests** a plan for review by **August 1, 2018**.

GLOBAL SYSTEMIC CHALLENGES

- The GC **approves** that Future Earth be a co-leader, with IUCN, of the **Earth Commission** initiative, upon identification of appropriate resources (currently underway).
- The GC **proposes** that the Earth Commission be fast-tracked as part of a larger Global Systemic Challenge around Earth Targets.
- The GC **proposes** that the process for identifying 1 or 2 other Global Systemic Challenges be inclusive and consultative and be initiated by the AC.

ANNUAL SCIENCE PUBLICATION (referred in the GC Meeting Booklet as “State of Our Future”)

- The GC **approves** the idea of an **annual science publication**, **requesting** the Secretariat to come up with a **detailed plan** for the first issue, as well as a title for the report, taking into account the inputs during the AC and GC meetings, **by June 1, 2018**. This plan should be reviewed by the AC before submission to the GC.

FUTURE EARTH SOCIETY

- The GC **approves** the basic idea of the **Future Earth Society**, **requesting** the Secretariat to come up with a **detailed business plan**, taking into account the concerns expressed in the GC discussion, **by the end of 2018**.

STRENGTHENING AND PRIORITIZING SECRETARIAT INVESTMENTS IN THE GLOBAL RESEARCH PROJECTS AND KNOWLEDGE ACTION NETWORKS

- The GC **approves** the process as described on p.23 of the GC meeting booklet. *Details on p. 4 of full minutes.*

FINANCES AND FUNDING

- The GC unanimously **approves** the **2018 budget**.

GC MEMBERSHIP

- The GC **approves** the proposed GC membership process, with certain remarks and provisions. *Details on p. 5 of full minutes.*
- The GC **requests** we have a final list of **GC membership** by **October 15, 2018** at the latest.
- The GC **agrees** to the following small revisions to the **Governance Document** as underlined below:
 - “The Governing Council consist of up to 15 full voting members”
 - “The chair(s) of the Advisory Committee and the Executive Team as ex-officio and non-voting members”.

GC CO-CHAIR ROTATION

The GC **decides** that:

- **Jakob Rhyner** maintains his **co-chair position**, considering his contract at UNU ends on **November 15, 2018**.
- **Maria Uhle** is elected as **Interim Co-chair until the next GC meeting**.
- GC co-chairs should not be selected before the start of the new GC mandate.

FUTURE EARTH REVIEW

- The GC **decides** the Future Earth **review process** is to be completed **by mid-2019** and will led by the GC co-chairs.
- The GC co-chairs are **requested** to come up with a **proposal** for the **Future Earth Review by September 15, 2018**.

GC ANNUAL MEETING

- The GC **agrees** to restructure the AC and GC meetings. *Details on p. 7 of full minutes.*



2018 ANNUAL MEETING GOVERNING COUNCIL
April 28-29
Montevideo, Uruguay

MINUTES

MEETING PARTICIPANTS

GOVERNING COUNCIL MEMBERS: Anderson, Leif (Department of Marine Sciences, University of Gothenburg), Bouamrane, Meriem (UNESCO), Flaud, Jean-Marie (Ministère de l'enseignement supérieur, de la recherche et de l'innovation), McBean, Gordon (International Council for Science), Quirion, Rémi (Fonds de recherche du Québec), Rhyner, Jakob (United Nations University), *Schmidt-Traub, Guido (UN Sustainable Development Solutions Network), Tanaka, Satoshi (STS Forum), Uhle, Maria (Belmont Forum), Yamaguchi, Amyu (representing STS Forum), Yasunari, Tetsuzo (representing Science Council of Japan)

EX-OFFICIO: Broadgate, Wendy (Stockholm Hub), Kasuga, Fumiko (Tokyo Hub), Kiefer, Thorsten (Paris Hub), Luers, Amy (Future Earth), Mallee, Hein (RIHN – Asia regional centre), Rockström, Johan (Stockholm Resilience Centre – AC co-chair), Srivastava, Leena (TERI School of Advanced Studies in New Delhi – AC co-chair), Tewksbury, Josh (Colorado Hub)

OBSERVER: *Whiteman, Gail (World Business Council for Sustainable Development),

SECRETARIAT: *Alström, IngMarie (Stockholm Hub), Osterman, Hélène (Montreal Hub), Surveyer, Alyson (Montreal Hub)

REGRETS: Blanc, Stéphane (CNRS), Representative (World Meteorological Organization and World Climate Research Program), Hackman, Heide (International Council for Science), Kremer, Hartwig (United Nations Environment Program), Martinelli, Alberto (International Social Science Council), Omi, Koji (STS Forum), Schlegel, Flavia (UNESCO), Satheesh, S.K. (Indian Institute of Science – South Asia centre), Takeuchi, Kazuhiko (Science Council of Japan), Yamagiwa, Juichi (Science Council of Japan),

**Remote participants*

GOVERNANCE DOCUMENT

DECISIONS:

- The Governing Council (GC) **approves** the revised **Governance Document**.
- The GC **proposes** that the **next revision** of the Governance Document be **examined** at the Annual GC meeting in **2021**.

STRATEGIC PLAN

DECISIONS:

- The GC **approves** the Strategic Plan with the following **remarks and provisions** as recommended from the Advisory Committee (AC):
 - Modify the goal to clearly indicate reference to “a stable planet”. The specific language is to be developed with the communications team.
 - Identify 2-3 global systemic challenges to help meet the goal.
- The GC **supports** the basic ideas presented in the **Arctic concept note**.

ACTIONS:

- The GC **requests** the AC to explore ways to best advance the **Arctic concept** under the Future Earth umbrella. The GC **requests** a plan for review by **August 1, 2018**.

NOTES:

- Arctic research is already present in many of Future Earth’s Global Research Projects (GRPs), thus they could help support an Arctic themed initiative within Future Earth.
- The GC and AC are invited to the G7 Arctic Summit in Montreal in May, 2018.

GLOBAL SYSTEMIC CHALLENGES

DECISIONS:

- The GC **approves** that Future Earth be a co-leader, with IUCN, of the **Earth Commission** initiative, upon identification of appropriate resources (currently underway).
- The GC **proposes** that the Earth Commission be fast-tracked as part of a larger Global Systemic Challenge around Earth Targets.
- The GC **proposes** that the process for identifying 1 or 2 other Global Systemic Challenges be inclusive and consultative and be initiated by the AC.

ACTIONS:

- The Secretariat will coordinate inputs from GRPs, KANs and regions for the AC’s proposal of Global Systemic Challenges.

NOTE: The GC recognizes the AC’s experience and expertise to provide recommendations to the GC on the Global Systemic Challenges.

ANNUAL SCIENCE PUBLICATION

(referred in the GC Meeting Booklet as “State of Our Future”)

DECISIONS:

- The GC **approves** the idea of an **annual science publication**.

ACTIONS:

- The GC **requests** the Secretariat to come up with a **detailed plan** for the first issue, as well as a title for the report, taking into account the inputs during the AC and GC meetings, **by June 1, 2018**. This plan should be reviewed by the AC before submission to the GC.

FUTURE EARTH SOCIETY

DECISION:

- The GC **approves** the basic idea of the **Future Earth Society**.

ACTIONS:

- The GC **requests** the Secretariat to come up with a **detailed business plan**, taking into account the concerns expressed in the GC discussion, **by the end of 2018**.

NOTES: The main concerns expressed were:

- The overall governance structure of the Future Earth Society and its relationship to the Governing Council;
- Ensuring the Future Earth Society is not developed as a new organization parallel to Future Earth but rather an initiative of and entry point to Future Earth;
- Understanding how the Future Earth Society will defer from the existing Future Earth community of KANs, GRPs, and how this community will be integrated.

STRENGTHENING AND PRIORITIZING SECRETARIAT INVESTMENTS IN THE GLOBAL RESEARCH PROJECTS AND KNOWLEDGE ACTION NETWORKS

DECISION:

- The GC **approves** the process as described on p.23 of the GC meeting booklet, specifically **requesting** the Secretariat to play a leading role in:
 - Reviewing KANs and fast-tracking and prioritizing Secretariat efforts on 3-4 KANs;
 - Closing down the SDGs and Transformations KANs as independent programs and integrating the work of these networks into the overall activities of Future Earth;
 - Reviewing the Global Research Projects (GRPs);
 - Integrating across GRP and KAN activities (i.e. in connection with Global Systemic Challenges).

NOTES: The Secretariat understands the importance of communicating these changes to GRPs and KANs. The Secretariat sees these changes for GRPs as positive, and reaffirms that the prioritization of certain KANs does not mean that others would be discontinued. The KANs not initially selected for fast-tracking would simply not be provided with Secretariat logistic and meeting support.

FINANCES AND FUNDING

DECISIONS:

- The GC unanimously **approves** the **2018 budget**.
- The GC **requests** the Financial Director to highlight the contribution of **overhead costs** to the operating expenses for **next year's budget** with a special note to the high overhead requirements of certain Hubs. *This will also be of particular importance for annual reports & fundraising needs.*

ACTIONS:

- The Secretariat to put updated slide decks of Future Earth and its activities at the GC's disposal.

RECOMMENDATIONS: The GC members will support the Secretariat's fundraising activities either by:

- Participating in meetings with funders and showing how they support Future Earth;
- Serving as ambassadors of Future Earth, presenting Future Earth at events and other relevant occasions;
- Helping contribute with staff support through secondments (by UNESCO, UNU and other GC organizations); or
- Identifying and mobilizing in-kind support from government agencies.

NOTES: The GC commends the Finance Director, the Secretariat and the Treasurer for their excellent work on the Finances.

GC MEMBERSHIP

DECISIONS:

- The GC **approves** the proposed GC membership process, with the following **remarks and provisions**:
 - Particular consideration for a balanced membership (regarding gender, geography, expertise, etc.);
 - Requirement of a committed membership, including participation in email discussions, online calls and webinars, as well as in-person attendance of GC meetings;
 - Identification of a representative's replacement who is also in a senior or leadership position when primary organizational representative is unable to participate to in-person meetings;
 - Automatic designation of hub funders as GC members with a maximum of 10 additional international organizations;
 - Current sitting members should reapply to confirm their commitment;
 - Keeping at least two additional seats open for individual members who can add value to the GC without representing a specific organization;
 - Staggering the selection process, beginning with the selection of international organizations, followed by individual members;
 - Creating an open call for GC membership that is posted on the website with specific invitations also sent out to organizations;
 - Recommendations are to be presented to the GC for consideration, upon which the GC will decide which new members they will invite to join.
- The GC **requests** we have a final list of **GC membership** by **October 15, 2018** at the latest.
- The GC **agrees** to the following small revisions to the **Governance Document** as underlined below:
 - “The Governing Council consists of up to 15 full voting members”
 - “The chair(s) of the Advisory Committee and the Executive Team as ex-officio and non-voting members”.

NOTES:

- The AC should evaluate which new international organizations should join the GC and put forward recommendations to the GC.
- Invitations that do go out to specific organizations should have already been agreed upon by the GC.

GC CO-CHAIR ROTATION

DECISIONS: The GC **decides** that:

- **Jakob Rhyner** maintains his **co-chair position**, considering his contract at UNU ends on **November 15, 2018**.
- **Maria Uhle** is elected as **Interim Co-chair until the next GC meeting**.
- GC co-chairs should not be selected before the start of the new GC mandate.

RECOMMENDATIONS:

- Jakob Rhyner's successor at UNU could be a good alternative.
- To accelerate the co-chair nomination process, candidates could be asked about their interest in the position during the new GC membership recruitment process.

NOTES: The GC and Executive Team thank Gordon McBean for his efforts, dedication, and enthusiasm as the GC co-chair.

FUTURE EARTH REVIEW

DECISIONS:

- The GC **decides** the Future Earth **review process** is to be completed **by mid-2019** and will led by the GC co-chairs.

ACTIONS:

- The GC co-chairs are **requested** to come up with a **proposal** for the **Future Earth Review by September 15, 2018**.

RECOMMENDATIONS: The reviewers should consult the Secretariat at the start of the process to help determine what they need to review.

NOTES: The Future Earth Review will be the responsibility of the GC. It will not be resource or time-intensive for the Secretariat, and consist mostly of interviews for all Future Earth employees by reviewers).

GC ANNUAL MEETING

DECISIONS:

- The GC **agrees** to restructure the AC and GC meetings.

RECOMMENDATIONS:

- The AC meetings should be held in conjunction with GRPs, KANs and regions meetings to better build, refine and inform the AC recommendations to the GC. The GC meetings

should start with a review of the AC recommendations (where the AC co-chairs would have prepared in advance the dedicated background material) but would then focus on high-level strategies such as how their organizations and partners can work with Future Earth to move the sustainability forward.

- The next GC meeting could take place end of January or beginning of February, 2019.
- The location of the meeting was suggested to either be in Sweden or in a nation of the Global South if it is linked to an attractive sustainability conference, helping to build Future Earth's presence in the Global South.
- The GC meeting can be structured in three parts: (1) matters for information, (2) matters for discussion (strategic partnership development and implementation) and (3) matters for approval.



Governance

Approved by GC members on
(Revision of document dated November-December 2015)

[APPROVED April 28, 2018]

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1. Introduction

The purpose of this document is to clarify how the different bodies of Future Earth, illustrated in the following figure, work together.

The Future Earth Secretariat is overseen by a Governing Council. The work of the Secretariat and Governing Council is supported by an Advisory Committee.

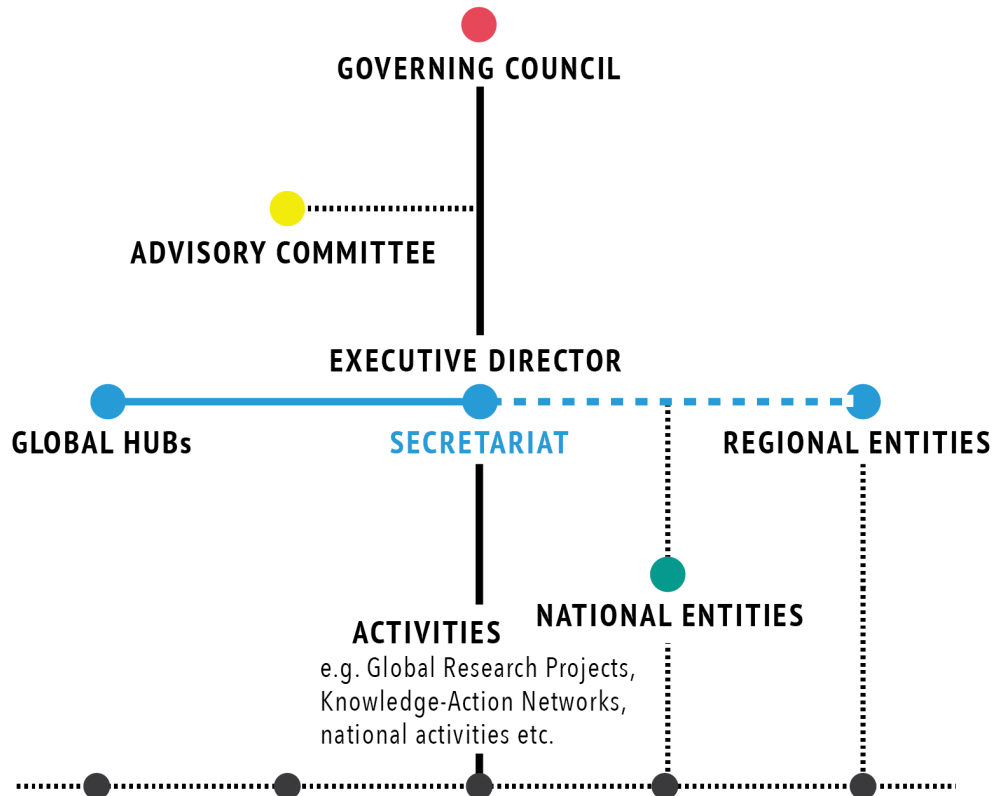


Figure: Schematic representation of the governance of Future Earth. *Solid vertical lines represent decision-making authority. Dotted lines represent collaboration or advice.*

2. Mission

The Mission of Future Earth is to accelerate transformations to global sustainability through research and innovation.

3. Principles of Operations

Future Earth bodies manage their operations in accordance to the following key principles:

- Balanced representation with respect to global geographic spread, gender, age and discipline/sector, as far as possible;
- Embedding the principles of co-design and co-production of knowledge with societal partners in activities;
- Nimble, transparent, and accountable decision-making processes;
- Delegation compatible with good risk management and coupled with appropriate reporting;
- Sustainability in their structures and processes.

4. Future Earth Bodies

Key bodies in the governance of Future Earth are:

- Governing Council
- Advisory Committee
- Future Earth Secretariat: the Executive Director's Office, the Global Hubs and the Regional Entities
- Executive Team: the Executive Director, Global Hub Directors and one rotating representative from Regional Entities
- National Entities

Their roles, responsibilities, and composition are described in the following sections:

4.a Governing Council

The Governing Council is the decision-making body for Future Earth setting strategic directions and approving budgets and key appointments. The Governing Council will, where appropriate, delegate responsibilities and receive reports and recommendations from the Executive Team and Advisory Committee.

The Governing Council will normally meet twice a year. At least one of these meetings will be held in person.

Membership:

The Governing Council consists of up to 15 full voting members, appointed by the sitting members. The Governing Council includes:

- A representative from the partners supporting each of the Global Hubs;
- Representatives from international organisations committed to supporting Future Earth ;
- Up to five strategic leaders working toward transformations to global sustainability, appointed in their personal capacity;
- The Chair(s) of the Advisory Committee and the Executive Team as ex-officio and non-voting members.

The terms of the appointment of the strategic leaders and representatives of international organisations are for three years, renewable once. Two Governing Council members serve as co-chairs, in their individual capacities. They are selected internally by the GC members and rotate every two years, out of phase to ensure continuity. A co-chair's terms may be extended if unanimously agreed to by all GC members.

Responsibilities:

- Support and promote Future Earth as the preeminent global platform for research, innovation, and collaboration designed to support transformations towards sustainability, e.g. by providing knowledge needed to support the 2030 Agenda for Sustainable Development¹ and beyond.
- Approve the high-level architecture and core activities for Future Earth initiatives (e.g. Global Research Projects and Knowledge Action Networks) taking into account the objectives of more integrated science and the co-design and co-production of knowledge with societal partners;
- Provide Future Earth with an institutional framework and global legitimacy, by:
 - approving the establishment of new Global Hubs and Regional Entities;
 - appointing a selection committee to recommend the appointment of the Executive Director;
 - appointing the Executive Director and members of the Advisory Committee; and
 - endorsing the appointment of Global Hub Directors as selected by the relevant Global Hub's Consortium of partners;
- Endorse practices and approaches to establish and maintain a sustainable financial basis for Future Earth;
- Approve Future Earth financial structures, consolidated budgets, and financial statements;
- Represent and promote Future Earth;
- Identify, review, and approve strategic partnerships;
- Develop a procedure for external review of the programme, oversee the process and respond to the results.

Decision making:

- The Governing Council strives to take decisions by unanimity. In the event that unanimity cannot be reached then decisions will be taken by a simple majority.
- A quorum for a vote requires two thirds of the Governing Council members or their substitutes to participate in person, via telephone/video link or by email.
- Adoption or modification of the statutes outlined in this document requires unanimity.
- Appointment of new members (except for those appointed by the partners supporting the Global Hubs) requires two thirds of the Governing Council members or their substitutes and two thirds of positive votes
- Substitutes can participate in Governing Council meetings on an exceptional basis.

4.b Advisory Committee

¹ Including related special agreements, including the Paris Agreement, the Sendai Framework, the Addis Ababa Action Agenda, etc.

The members of the Advisory Committee are high-level representatives from scientific and stakeholder communities, serving in their individual capacities. The Advisory Council will normally meet twice a year. At least one of these meetings will be held in person.

Membership

The Advisory Committee consists of approximately 12-15 members, appointed by the Governing Council. Appointments are for three-year terms, renewable once, for a maximum total service of six years.

The Advisory Committee is led by a chair or two co-chair(s), appointed by the Governing Council and rotate every two years, out of phase to ensure continuity.

The Advisory council strives for geographical, gender and sectoral balance in the committee and its leadership.

Responsibilities:

- Advising the Governing Council to ensure that Future Earth becomes and remains the preeminent platform for research and innovation to support transformations towards sustainability, including:
 - the design, initiation and evaluation of Future Earth activities such as Global Research Projects, Knowledge Action Networks, etc;
 - engagement, communication and fundraising strategies;
- Acting as ambassadors for Future Earth;
- Advising the Governing Council on issues related to science, innovation, engagement, practice and financing.
- Acting as a resource to the Secretariat for relevant programs and activities.

4.c Secretariat

The Secretariat is comprised of the Executive Director's Office, the Global Hubs and the Regional Entities. It is responsible for implementing Future Earth's mission, under the guidance of the Governing Council and with advice from the Advisory Committee. All global or regional entities should be approved by the Governing Council. Each Global Hub and Regional Entity assumes the legal and financial liability for its own operations.

Any of the Global Hubs can sign agreements such as MoUs on behalf of Future Earth following approval by the Executive Team. However, MoUs signed with regional entities and strategic partners must be approved by the Governing Council.

The roles, responsibilities and functions of the Global Hubs are defined in a MoU between the Consortium of partners forming the Headquarters of the Secretariat. Global Hub Directors manage the finance, administration and staffing of their Global Hubs.

The Executive Director is hosted at one of the Global Hubs, which supports the Executive Director and his/her staff (Executive Director's Office).

4.d Executive Team

The Executive Team is led by the Executive Director and includes the Global Hub Directors and one rotating representative of the Regional Entities. One regional representative is nominated by and from Regional Entities. Selection of the representative is made by the members of the Executive Team with input from the GC Co-Chairs. The regional representative on the Executive Team should secure sufficient resources to

manage coordination between regional entities and the global hubs. The appointed representative serves a term of one year with the possibility of renewal.

Responsibilities:

- The operational delivery of Future Earth's mission;
- Ensuring that strong working relationships are maintained between the global hubs and the Regional Entities;
- Providing visible executive leadership for Future Earth;
- Management and decision making for the Future Earth Global Fund and, where appropriate, alignment of Global Hub and relevant Regional Entity's budgets;
- Creating funding strategies and opportunities to support Future Earth activities, and developing the long-term funding base of the secretariat;
- Supporting the Governing Council & Advisory Committees.

Decision-making:

- The Executive Team will strive for unanimity. In the event that unanimity cannot be reached then decisions will be taken by a simple majority. The Executive Director will make the final decision if a majority vote is not reached.

4.e Regional Entities

Regional Entities, along with their committees, collaborate with the Global Hubs to implement Future Earth's mission at regional scales with a focus on the priorities of the region and its networks. They also provide input and connection to the global strategies and activities. Regional Entities consist of Centres covering regions within which Offices cover sub-regions. These coordinate with National Entities within the region. The establishment of a Regional Entity, with its corresponding MoU, is approved by the Governing Council.

4.f National Entities

National Entities include national committees, networks and contact points or offices, which are formalized through a letter of agreement between the National Entity and the Executive Team of the Secretariat. National Entities develop activities relevant to national and local priorities and provide input and connection to the regional and global strategies and activities. National Entities coordinate with the relevant Regional Entities and Global Hubs also help secure national contributions for the Future Earth Global Fund.

5. Financial Governance

- Each Global Hub and Regional Entity will establish a transparent financial management and reporting system that is consistent with International Financial Reporting Standards (IFRS) and externally audited at least yearly.
- All Global Hubs and relevant Regional Entities, which have financial resources that can be integrated into the global consolidated budget should follow the Future Earth financial strategy and reporting template to enable globally consolidated financial reports and budgetary decisions.
- The Secretariat's Finance Director, together with the Executive Director, the Global Hub Directors and relevant Regional Entities, prepares the annual budget and financial statement for the Secretariat.

- The Secretariat should establish a Future Earth Global Fund – a financial mechanism for cross-hub global activities including for the Executive Director’s Office, based in a financial institution in the location of the host Global Hub of the Executive Director. The host Global Hub will assure timely payments, correct accounting and external yearly audits, with oversight by the Finance Director and the Executive Team. (The structure of this Fund will be detailed in a separate document and approved by the GC)
- The expenses of the Executive Director’s Office -- including salary of the Executive Director, core support staff, and office expenses -- are supported by the host Global Hub. If the host hub cannot cover all expenses, the principles of the hosting arrangement must be accepted by the Governing Council and Executive Team before the Executive Director is hired. Programmatic expenses of the Executive Director’s office, e.g. travel expenses, which the host hub may be unable to cover, could be covered by the Global Fund resources as directed by the Executive Team.
- The primary function of The Future Earth Global Fund will be to allow the Executive Team to efficiently manage funds to support cross-hub activities that are raised and/or managed collectively. To increase motivation to cooperatively fundraise for cross-hub activities an overhead (max 15%) could be booked in the hub/hubs performing the work for securing the funds. The Global Fund management procedure is specified in the Financial Strategy, which is approved by the Governing Council.

6. Definitions

Advisory Committee - the advisory board to the Governing Council and Global Secretariat

Executive Director - the operational director of the Future Earth Secretariat

Executive Director's Office - the Executive Director and his/her staff

Future Earth Global Fund - [an account] for funds for cross-hub global activities including for the Executive Director Office (The structure of this Fund will be detailed in a separate document and approved by the GC)

Executive Team - the Executive Director, the Global Hub Directors and one representative of the Regional Entities

Global Hubs - entities working at the global scale that, together with Regional Entities, form the Secretariat

Global Hub Consortium - Consortium of partners, appointed by the Governing Council to manage and support the establishment of the Headquarters of the Secretariat

Global Hub Director - operational director of a Global Hub

Governing Council - the board of Future Earth

Headquarters of the Secretariat - the headquarters of Future Earth comprised of the Global Hubs and Executive Director's Office as defined in the MoU between Consortium members in 2015

MoU - Memorandum of Understanding

National Contributions - financial contributions to the Secretariat in support of the global operations of Future Earth

National Entities – national committees, networks and contact points or offices

Regional Entities – refers to both Regional Centres that cover regions and Regional Offices that cover sub-regions

Secretariat - the Secretariat of Future Earth is comprised of the Global Hubs, Executive Director's Office and Regional Entities, as defined in this document

Strategic Partner – organizations that Future Earth Secretariat partners to develop on-going coordinated programs and strategies to achieve its mission. These would be listed on the Future Earth website as strategic partners