

Resolution to establish an Ad Hoc Committee on Strengthening ICRI Impact and Continuity

Presented by the ICRI Secretariat, amended following review by members

Proposed for adoption at the International Coral Reef Initiative (ICRI) 39th General Meeting (Kingdom of Saudi Arabia)

Plain language statement

As ICRI marks 30 years of global partnership for coral reefs, there is a timely need to strengthen its impact and continuity. This resolution proposes an ad hoc committee to undertake a review of ICRI's impact and to engage members on how to build on that foundation and remain fit for purpose in the years ahead. Drawing on those consultations, the committee will develop practical recommendations to strengthen ICRI's impact, continuity, and long-term institutional resilience. Any recommendations arising from the committee's work will be submitted to ICRI members for consideration and decision at a General Meeting, consistent with the ICRI Organisation and Management Procedures.

Background

The International Coral Reef Initiative (ICRI) has now marked 30 years as a unique voluntary global partnership for coral reefs. As ICRI looks ahead, there is value in reflecting on how the Initiative can continue to deliver impact and remain fit for purpose in the coming years.

This need is not new.

ICRI's 10-year review, approved by members in 2007, concluded that ICRI's informal, member-driven nature remained important, while also noting recurring issues relating to continuity, funding, follow-through, and the logistics of rotation between hosting. More recently, GM38 included a dedicated discussion on "Strengthening the Initiative," including how ICRI could be more influential, better supported by its members, and more effective in delivering impact.

The ICRI Procedures assign important responsibilities to the host Secretariat, including financial stewardship of the ICRI Secretariat, maintenance of web-based media such as the ICRI website and social media, preparation and circulation of General Meeting minutes, and liaison with successor state(s) for Secretariat transition. The Procedures also confirm that the ICRI website is the repository for official ICRI documents, and that ad hoc committees may be appointed to carry out work on specific topics or advise on specific issues, with Terms of Reference approved by the membership.

As ICRI evolves through successive Secretariat terms, there is value in grounding future improvements in member experience and expectations. This includes understanding what members see as working well, where they see challenges or opportunities, and how the Initiative and Secretariat can best support them. It also includes identifying practical options to strengthen continuity, institutional memory, digital asset management and functionality, administrative

arrangements for voluntary contributions, operational clarity, and longer-term institutional footing, while preserving ICRI's voluntary, member-driven nature.

In this context, it is proposed to establish an Ad Hoc Committee on Strengthening ICRI Impact and Continuity with the Terms of Reference set out in Annex 1.

Operative decision

The 39th General Meeting of the International Coral Reef Initiative approves the establishment of the Ad Hoc Committee on Strengthening ICRI Impact and Continuity and adopts the Terms of Reference set out in Annex 1.

Annex 1: Terms of Reference for the Ad Hoc Committee on Strengthening ICRI Impact and Continuity

1. Purpose

The ad hoc committee will support ICRI members and the Secretariat by gathering member perspectives and identifying practical opportunities to strengthen ICRI's impact, continuity, and long-term institutional resilience.

2. Desired outcome

A practical, member-informed set of recommendations to strengthen ICRI's impact, continuity, and long-term resilience, helping ensure the Initiative remains well positioned for the next 30 years.

3. Objectives

Working with ICRI members, the host Secretariat, and where relevant other partners, the ad hoc committee is expected to focus on the following areas, subject to confirmation of its workplan and available resources:

- a) Undertake member surveys, semi-structured interviews and consultations with ICRI members, and where relevant other stakeholders, to understand member and partner experience of ICRI, including what has worked well, what challenges and opportunities they have identified, and what they want from ICRI going forward.
- b) Seek to undertake an ICRI stocktake of work, including through a perception survey of members and partners, to produce a lessons learned document.
- c) Consider practical opportunities to strengthen ICRI's impact, continuity, and long-term institutional resilience across Secretariat terms.
- d) Examine options to strengthen ICRI's operational continuity, including website functionality and branding, digital asset management, record keeping, and arrangements for Hosting transitions.
- e) Examine options to strengthen ICRI's longer-term financial sustainability and transparency, including but not limited to voluntary contributions, recognizing the value of ICRI's current voluntary and flexible approach.

- f) Develop practical recommendations, and where appropriate supporting tools, guidance, templates, or options, for consideration by members.
- g) Ensure consultations reflect demographic, geographic and membership balance across ICRI's major coral reef regions.

4. Deliverables

Subject to confirmation of its workplan and available resources (see (a) below), the committee will:

- a) Review and confirm the committee's deliverables and scope, agree a workplan for implementation of the Terms of Reference, and identify any resource requirements, including where financing may be needed (e.g. for independent surveys or consultants), to be considered and sourced on a case-by-case basis. The committee will circulate the agreed workplan to all ICRI members and provide updates on any significant adjustments as they arise.
- b) Undertake consultations to inform its work, including gathering member perspectives on what has worked well, what challenges and opportunities members have identified, and what they want from ICRI going forward.
- c) Provide regular updates to members, as appropriate.
- d) Prepare a final package of practical, member-informed recommendations for consideration by members.
- e) Develop, where useful, supporting tools, guidance, templates, or options arising from its work.
- f) Where recommendations require amendments to the ICRI Procedures or adoption of new ICRI policy, the committee will work with ICRI Secretariat to prepare documents in a form suitable for consideration by members at GM40 or such subsequent General Meeting as the membership may determine, consistent with the ICRI Organisation and Management Procedures (Sections 6.3–6.4).

5. Structure and participation

The ad hoc committee is open to all ICRI members. All committee members are expected to actively contribute to the work of the committee.

Committee membership and composition

Members of ICRI are invited to submit nominations to the ICRI Secretariat, who will call the first meeting.

Chair

The committee will elect a Chair at its first meeting in accordance with the ICRI Organisation and Management Procedures.

6. Duration

The ad hoc committee will work intersessionally for up to twelve months from the date of adoption. The committee may request an extension of its mandate from ICRI members.

7. Working procedures

The ad hoc committee will work primarily through virtual meetings and electronic correspondence and will take advantage of opportunities to meet in person in conjunction with other relevant meetings, where practical. The ad hoc committee may also seek written inputs or targeted advice, where useful.

8. Reporting

The ad hoc committee will update ICRI membership regularly as appropriate. All recommendations will be brought to members for consideration and decision at a General Meeting, in line with the ICRI Organisation and Management Procedures.