



108th Meeting of the IUCN Council¹

Part I (virtual) on 29 November 2022
 Part II (in person), Abu Dhabi (UAE) on 18-19 January 2023

DECISIONS²

Dec. #	Council Decision
Agenda (Agenda Item 1)	
C108/1	The IUCN Council, <u>Adopts</u> the Agenda of its 108 th Meeting. (Annex 1) ³
Decisions approved at C108, Part I (virtual) on 29 November 2022	
Council's strategic priorities and objectives 2022-25 – Implementation of Resolutions requiring action from the IUCN Council (Agenda Item 2)	
2021 Congress Resolution 123 on synthetic biology (Agenda Item 2.3.1)	
C108/2	The IUCN Council, <ol style="list-style-type: none"> <u>Approves</u> the Terms of Reference and Process for implementation of 2021 Congress Resolution 123 "Towards development of an IUCN policy on synthetic biology in relation to nature conservation" taking into account developments in relevant international agreements; (Annex 2) <u>Endorses</u> the request for financial support sent out by the Director General to IUCN Government Members that cast a vote on Resolution 123 at the World Conservation Congress in Marseille, September 2021, and to philanthropic foundations.
Impact of armed conflict on nature (Agenda Item 2.3.3)	
C108/3	The IUCN Council, <ol style="list-style-type: none"> <u>Decides</u> to add to the agenda of the 108th Council meeting to be held in person in January 2023, an in-depth discussion on the topic of the impact of armed conflict on biodiversity, and, in preparation of this discussion: <u>Requests</u> all Commissions to inform Council on relevant activities they have undertaken / are undertaking in this respect; <u>Requests</u> WCEL to include in its overview of work to protect the environment during armed conflict, the definition of "armed conflict", as well as the actions it intends to undertake to strengthen international law and the respect for it,

¹ The 108th Council meeting was organized in two parts: a virtual meeting held on 29 November 2022 at which selected topics of the agenda were discussed, and an *in person* meeting held on 18 and 19 January 2023 in Abu Dhabi, UAE to discuss the remaining topics on the agenda.

² The definitive wording of decisions is subject to Council's approval of the summary minutes in accordance with Regulation 52.

³ The Agenda was approved on 29 November 2022 and revised on 18 January 2023.

	<p>engaging with competent international bodies such as the UN and the International Law Commission;</p> <p>4. <u>Requests</u> the Secretariat to present the report requested by the Bureau (6th meeting, June 2022); and</p> <p>5. <u>Requests</u> PPC to propose, in cooperation with the Secretariat, a structure for the discussion during the Council meeting in January 2023.</p>
IUCN Work plan and Budget 2023 (Agenda Item 3)	
C108/4	<p>The IUCN Council,</p> <p><u>Requests</u> the Director General to revise the Draft 2023 Work Plan and Budget taking into account the comments from Council members and IUCN Members, and discussions with Standing Committee Chairs, in time to present it to Part II of the 108th Council meeting to be held in person in January 2023;</p> <p><u>Decides</u> to grant its provisional approval of expenditure authority to the Director General for the first month of 2023 not exceeding 1/12 of the submitted budget.</p>
Constituency Issues (Agenda Item 4)	
Membership applications (Agenda Item 4.1)	
C108/5	<p>The IUCN Council,</p> <p><i>On the recommendation of its Governance and Constituency Committee (GCC),</i></p> <p><u>Approves</u> the admission of 13 Members (Annex 3); and</p> <p><u>Defers</u> its consideration of the application from The British Association for Shooting & Conservation pending a recommendation from GCC following receipt of additional information on the applicant's activities.</p>
Applications for change of membership category and notifications about Member States and name changes of IUCN Members (Agenda Item 4.2)	
C108/6	<p>The IUCN Council,</p> <p><i>On the recommendation of its Governance and Constituency Committee (GCC);</i></p> <p><u>Notes</u> with deep concern the increasing number of IUCN Members that are requesting to change their membership category to Affiliate as a result of the new Membership dues;</p> <p><u>Approves</u> the request from three IUCN Members to change their membership category; (Annex 4)</p> <p><u>Takes note</u> of the name changes of five current IUCN Members (Annex 4); and</p> <p><u>Takes note</u> of the notification related to the membership of two States. (Annex 4)</p>
In camera session of the Council (Agenda Item 5)	
Legal Adviser's evaluation process (Agenda Item 5.1)	
C108/7	<p>The IUCN Council,</p> <p><i>On the recommendation of the Bureau of the IUCN Council further to Council</i></p>

	<p>decision C107/21 (May 2022),</p> <p><u>Approves</u> the process and form for the annual performance evaluation of the Legal Adviser (Annex 5);</p> <p><u>Decides</u> that the President, the two Vice-Presidents part of the Bureau at the time of the assessment, the Chair of GCC, the Chair of FAC and the Councillor from Switzerland shall constitute the Legal Adviser’s evaluation committee; and</p> <p><u>Decides</u> that the Legal Adviser’s evaluation process be included in the Council Handbook.</p>
Decisions approved at C108, Part II (in person) on 18-19 January 2023	
Council’s strategic priorities and objectives 2022-25 – Implementation of Resolutions requiring action from the IUCN Council (Agenda Item 2.3)	
2021 Congress Decision 148 - Enabling effective attendance and participation of Members in future sessions of the Congress (Agenda Item 2.3.2)	
C108/8	<p>The Council,</p> <p><u>Takes note</u> of the report of the Advisory Group for the review of the Statutes⁴,</p> <p><u>Endorses</u> the Advisory Group’s approach as articulated in Council document C108/2.3.2/2 including the timeline and <u>thanks</u> the Advisory Group for the work it has undertaken so far,</p> <p><u>Takes note</u> of the results of the first Members’ Survey and <u>encourages</u> the IUCN Members to respond to further calls for consultation by the Advisory Group, and</p> <p><u>Requests</u> the Advisory Group to take them into account when drafting amendments to the IUCN Statutes, Regulations and Rules of Procedures of the World Conservation Congress.</p>
Impact of armed conflict on nature (Agenda Item 2.3.3)	
C108/9	<p>The IUCN Council,</p> <ol style="list-style-type: none"> 1. <u>Establishes</u> a working group⁵ to: <ol style="list-style-type: none"> a. clearly outline the mandate of IUCN as established in the existing Resolutions and decisions of the IUCN Congress related to issues of peace, security, armed conflict and post-conflict recovery; b. define a scope and the modalities for an IUCN engagement, and specifically the processes related to how and when IUCN and its constituents engage in these situations, including clarity on roles and responsibilities of the various IUCN constituents; 2. <u>Requests</u> the working group to report on progress at the 109th meeting of the IUCN Council.
C108/10	The IUCN Council,

⁴ Council document C108/2.3.2/2

⁵ The membership of the Working Group is as follows: Carl Amirgulashvili, Maud Lelièvre, Sue Lieberman, Hasna Moudud, Ayman Rabi, Madhu Rao, Samad-John Smaranda, Gloria Ujor and Kristen Walker Painemilla.

	<ol style="list-style-type: none"> 1. <u>Appreciates</u> the work of the Secretariat, in particular the work of the IUCN European Regional Office in defining options for post-conflict recovery in Ukraine; 2. <u>Requests</u> the Director General to continue engaging with IUCN Members in the region building on the process on the working group⁶.
The 2021 Congress Resolution 110 - Climate Crisis Commission (Agenda Item 2.3.5)	
C108/11	<p>The IUCN Council,</p> <p><u>Adopts</u> the Terms of Reference (ToR) of the IUCN Climate Crisis Commission (Annex 6), on the understanding that the ToR will be updated by 18 February 2023 incorporating the feedback from the Council's Programme and Policy Committee (PPC) and Council discussions and consultation with other Commission Chairs;</p> <p><u>Approves</u> the membership recruitment process for the IUCN Climate Crisis Commission as articulated in Council document C108/2.3.5/1, and that it begin as soon as possible.</p>
IUCN Work plan and Budget 2023 (Agenda Item 3)	
C108/12	<p>The IUCN Council,</p> <p><u>Approves</u> the 2023 Work Plan as revised to take into account the revisions raised by the PPC members; (Annex 7)</p> <p><u>Decides</u> that it further discuss potential improvements to the annual work plan (in line with discussions in Council and the PPC) and provide guidance accordingly to the Secretariat;</p> <p><u>Approves</u> the IUCN Budget 2023; (Annex 7)</p> <p><u>Decides</u> that</p> <ul style="list-style-type: none"> • once the financial review in respect of the 20-year strategy has been completed, the Council's Finance and Audit Committee (FAC) reviews the report to determine if any amendment to the budget is needed to allow key recommendations to be progressed, rather than waiting until the next budget year; • additional analytical information requested during its meetings of 11 November 2022 (FAC 7) and 17 January 2023 (FAC 8) is made available by 28 February 2023.
Constituency Issues (Agenda Item 4)	
Applications for membership & change of membership category (Agenda Items 4.1 & 4.2)	
C108/13	<p>The IUCN Council,</p> <p><u>Approves</u> eleven (11) new membership applications (Annex 8), without objections, that fulfil the requirements of the IUCN Statutes and Regulations;</p> <p><u>Rejects</u> the application from The British Association for Shooting & Conservation;</p> <p><u>Approves</u> the request from one IUCN Member to change their membership category from National NGO Category to Affiliate (Annex 9).</p>

⁶ Working Group on the impact of armed conflict on nature referred to in Council decision C108/9.

Membership dues (Agenda Item 4.3)	
C108/14	<p>The IUCN Council,</p> <p><i>Having received</i> the report of the Council Working Group on membership dues, <i>On the recommendation of the Governance and Constituency Committee (GCC),</i></p> <p><u>Decides:</u></p> <ol style="list-style-type: none"> 1. That the Working Group with the support of the Secretariat develops a proposal to operationalize Membership dues for the special case of venue-based organizations which includes: <ol style="list-style-type: none"> a. A definition of what is a venue-based organization ensuring it includes zoos, museums, universities, botanical garden, aquariums, and sports organizations. b. A methodology for calculating the dues, possibly based on that used by Association of Zoos and Aquariums. (consultation with the organizations concerned on these proposals will be organized) c. A consideration of applying any dues change retroactively to 1 January 2022. d. A consultation with Members. <p>With the intention that the analysis is completed by May 2023 and a timeline set for remaining steps.</p> 2. Not to waive the Membership dues for Members that have not paid 2020 and 2021 dues for various reasons including the risk of creating a precedent with regards to IUCN Statutes and the risk of discriminating against those Members that have already paid their 2020 and 2021 dues. 3. That IUCN introduces a payment plan for Members that have not paid their 2022 dues and faced a membership dues increase of over 100% 4. That, at the end of 2023, IUCN produces an evaluation report of Membership dues between 2020 and 2023 with qualitative indicators (region - category of members by annual budget) and including an analysis of the impacts of the Membership Dues Guide 2021-2024 as well as the above three recommendations. 5. To encourage Members who would like to see changes to the membership fees guide to propose a motion for the next Congress 2025.
Strategy on Knowledge Products and Strategy for the IUCN Academy (Agenda Item 7)	
Knowledge Products	
C108/15	<p>The IUCN Council,</p> <p><i>Welcoming</i> the IUCN Knowledge Products Strategy Roadmap presented by the Director General in response to Council decision CExtra1/1 (Extraordinary Meeting, 28 September 2022);</p> <p><i>Having received</i> the comments and clarifications of the Director General during the Council meeting, as well as feedback from Council members;</p>

	<p><i>Recognizing</i> that further refinements are needed to the Strategy;</p> <p><i>Recalling</i> Article 73 of the IUCN Statutes, in which the Commissions are entrusted to develop and advance the institutional knowledge and experience;</p> <p><i>Noting</i> that any further use of institutional knowledge and experience developed through the work of the Commissions by the Secretariat should happen in consultation and collaboration with the Commissions;</p> <p><u>Decides</u> to replace Council decision ExtraC1/1 (28 September 2022), and <u>Requests</u> the Director General to:</p> <ol style="list-style-type: none"> 1. further develop the Strategy for Knowledge Products and Knowledge Management building on the Strategy Roadmap and the comments from Council and the Programme and Policy Committee; 2. ensure that the update includes recognition of the responsibility of the Commissions for development of Knowledge Products, as per the IUCN Statutes; inclusion in the typology of additional Knowledge Products; is based on a Union-agreed long-term vision of the expected impact of knowledge management; and is based on further consultation with Commissions; 3. present an updated document to the next meeting of the Council through the three Standing Committees for discussion and approval; and 4. implement this Strategy after approval by Council.
IUCN Academy	
C108/16	<p>The IUCN Council,</p> <p><i>Noting</i> that the decision of the Extraordinary Council meeting of 28 September 2022 related to the development of a strategy for the IUCN Academy has not yet been fulfilled;</p> <p><u>Requests</u> the Director General to:</p> <ul style="list-style-type: none"> • revise the document⁷ to fully address the decision of the Extraordinary Council meeting, comments in the PPC and Council meeting, and with consultation with all of the Commissions. The revision must include a full rationale, feasibility study, needs analysis, analysis and management of intellectual property issues and agreements with relevant academic institutions, gap analysis of what IUCN can contribute through the Academy that is not already available through IUCN Commissions, Members, or other organizations; • submit its revision to the 109th meeting of the Council, for discussion and potential approval; • suspend all new external initiatives in the context of the IUCN Academy until Council approves the above-mentioned strategy.
Reports with recommendations from the Council’s Standing Committees (Agenda Item 8)	
Finance and Audit Committee (FAC) (Agenda Item 8.1)	
C108/17	<p>The IUCN Council,</p> <p><i>On the recommendation of its Finance and Audit Committee (FAC),</i></p>

⁷ Council document C108/7/2

	<u>Appoints</u> Deloitte as the external auditors of IUCN for the financial years 2023 and 2024.
Programme and Policy Committee (PPC) (Agenda Item 8.2)	
C108/18	<p>The IUCN Council,</p> <p><i>On the recommendation of its Programme and Policy Committee (PPC),</i></p> <ol style="list-style-type: none"> 1. <u>Endorses</u> the IUCN Operational Framework for Engagement with the Oil and Gas Sector; (Annex 10) 2. <u>Agrees</u> the Framework be applied to assessing all proposed engagements with the oil and gas sector by the Secretariat and the Commissions; 3. <u>Requests</u> the Private Sector Task Force and the Secretariat to develop an efficient mechanism for oversight of the application of the Framework; 4. <u>Requests</u> the Secretariat and Commissions to provide biannual report to the PSTF on the results and outcomes of their engagements with the oil and gas sector; and 5. <u>Invites</u> other members of Council to participate in the Private Sector Task Force.
Work Plans of the IUCN Commissions (Agenda Item 9)	
C108/19	<p>The IUCN Council,</p> <p><i>On the recommendation of its Programme and Policy Committee (PPC),</i></p> <p><u>Approves</u> the following work plans of the Commissions:</p> <ul style="list-style-type: none"> • CEM work plans 2021-25 (Annex 11) • WCPA Workplan 2022-2023 (Annex 12) • CEC Workplan 2022-2023 (Annex 13) • CEESP Workplan 2022-2023 (Annex 14) • WCEL Workplan 2022-2023 (Annex 15) • WCEL Workplan 2023 (Annex 16) • SSC Workplan 2022-2023 (Annex 17)
Any other business (Agenda Item 10.2)	
C108/20	<p>The IUCN Council,</p> <p><i>On the proposal of the Chair of the IUCN Commission on Education and Communication (CEC),</i></p> <p><u>Appoints</u> Ms Vatosoa Rakotondrazafy, Regional Focal Point for Africa, Madagascar to the Steering Committee of CEC.</p>

31.01.2023



108th Meeting of the IUCN Council¹

Part I, by conference call, on 29 November 2022, and
Part II, in person, in Abu Dhabi (UAE) on 17, 18 and 19 January 2023

Agenda

(Approved by the Council during C108 Part I on 29 November 2022 and
amended during C108 Part II on 18 January 2023)

Part I, virtual
29 November 2022
<p>Agenda Item 1: Introduction by the President and agenda of the 108th Council meeting FOR DECISION</p> <p><i>The draft C108 agenda comprises the agendas of both the virtual meeting (Part I) and the in person meeting (Part II). As required by Council's Transparency Policy, the draft agenda was distributed to IUCN Members on 8 November 2022 together with the Draft IUCN work plan and budget 2023. Comments from IUCN Members received by 27 November have been compiled in document C108/1/2 and made available to Council on 28 November together with a recommendation from the Secretariat on the comments received. (Comments from PPC and FAC on the draft Work Plan and Budget 2023 have been shared with Council as part of the Outcomes of PPC8 and FAC7)</i></p> <p>Documents:</p> <ul style="list-style-type: none"> • C108/1/1 Draft Agenda of the 108th meeting of the IUCN Council • C108/1/2 Comments from IUCN Members on the Draft Agenda of C108 and on the 2023 Work Plan and Budget <p style="background-color: #ffffcc;">COUNCIL DECISION C108/1</p> <p>The IUCN Council, <u>Adopts the agenda of its 108th Meeting. (Annex 1)</u></p>
<p>Agenda Item 2: Council's strategic priorities and objectives 2022-25</p> <p><i>Selected topics from Council's priorities and objectives 2022-25 (Council decision C/IV - Annex) that require discussion or decision at the virtual meeting.</i></p> <p>2.1 Overview of progress FOR INFORMATION</p> <p><i>By the President and Vice Presidents. Purpose is to provide a high level overview of the progress with each priority, indicating what will be tabled for discussion/decision at C108.</i></p> <p>2.2 Strategic Vision FOR INFORMATION</p> <p><i>Update by the Director General on progress incl. preparations for the first meeting of the Intersessional Council Working Group which will constitute the project's Steering Committee in terms of Council decision C107/16, and for the discussion at Council in Abu Dhabi.</i></p> <p>2.3 Implementation of Resolutions:</p> <p><i>The Council's priority is to ensure implementation of Resolutions and Decisions requiring action by Council. The present agenda features Resolutions / Decisions requiring action from Council that are ready for discussion and/or decision at this Council meeting. Other Resolutions / Decisions will be prepared for discussion / decision at the next Council meeting(s). Agenda item 8.2 - for discussion in C108 Part II in January - includes the Secretariat's annual report on the status of the implementation of</i></p>

¹ The 108th Council meeting will be held in two parts: Part I virtually on 29 November 2022 with the purpose of enabling a first discussion of topics of strategic importance (to be continued during the in person Council meeting) or to take decisions on issues that are time sensitive; Part II in person in Abu Dhabi, UAE on 17, 18 and 19 January 2023.

all Resolutions / Recommendations of the 2021 Congress, which the PPC is invited to review in accordance with its ToR.

2.3.1 The 2021 Congress Resolution 123 on synthetic biology FOR DECISION

Proposal of a plan for the implementation of RES 123 and the ToR of the bodies involved, prepared by the PPC's Task Force chaired by Bibiana Sucre and reviewed by PPC6 on 5 September 2022 and PPC8 on 7 November 2022.

Documents:

- C108/2.3.1/1 IUCN synbio policy development - Process and ToR
- C108/3/2 Outcomes of PPC8 (7 November 2022) with recommendations

COUNCIL DECISION C108/2

The IUCN Council,

1. Approves the Terms of Reference and Process for implementation of [2021 Congress Resolution 123 "Towards development of an IUCN policy on synthetic biology in relation to nature conservation"](#) taking into account developments in relevant international agreements; (Annex 2)
2. Endorses the request for financial support sent out by the Director General to IUCN Government Members that cast a vote on Resolution 123 at the World Conservation Congress in Marseille, September 2021, and to philanthropic foundations.

2.3.2 The 2021 Congress decision 148 - Update on the work of the Advisory Group for the Revision of the Statutes - FOR DISCUSSION

By the Chair of the Advisory Group for the revision of the IUCN Statutes. Recommendations from GCC.

Documents:

- C108/2.3.2/1 Progress report of the Advisory Group to GCC
- C108/4/3 Outcomes of GCC6 with recommendations

2.3.3 Impact of armed conflict on nature FOR DECISION

Discussion / decision on a proposal to add the topic of the Impact of armed conflict on nature to the agenda of C108 Part II in January and actions required to prepare a productive in-depth discussion. This will include follow-up to Bureau decision B6/4 (June 2022) on Ukraine.

Documents:

- C108/2.3.3/1 Letter National Committee UK 27 October 2022

COUNCIL DECISION C108/3

The IUCN Council,

1. Decides to add to the agenda of the 108th Council meeting to be held in person in January 2023, an in-depth discussion on the topic of the impact of armed conflict on biodiversity, and, in preparation of this discussion:
2. Requests all Commissions to inform Council on relevant activities they have undertaken / are undertaking in this respect;
3. Requests WCEL to include in its overview of work to protect the environment during armed conflict, the definition of "armed conflict", as well as the actions it intends to undertake to strengthen international law and the respect for it, engaging with competent international bodies such as the UN and the International Law Commission;
4. Requests the Secretariat to present the report requested by the Bureau ([6th meeting, June 2022](#)); and
5. Requests PPC to propose, in cooperation with the Secretariat, a structure for the discussion during the Council meeting in January 2023.

2.3.4 Update on progress with other Resolutions requiring action from Council FOR INFORMATION

By the Chair of PPC (follow-up to Council decision C107/11).

Agenda Item 3: IUCN Work plan and Budget 2023 FOR DECISION

Short presentation by the Director General on the 2023 Work Plan and Budget, incl. required resources for Secretariat support to Council Priorities not covered by the draft budget (Bureau decision B7/2), followed by remarks from the Chairs of PPC and FAC, and the Treasurer, discussion, final remarks by the Director General, and decision.

Documents:

- C108/3/1 IUCN Work Plan and Budget 2023 (Initial version distributed 28 Oct 2022)
- C108/3/1 rev IUCN Work Plan and Budget 2023 (revised following comments from PPC and FAC and distributed on 15 November 2022)
- C108/3/2 Outcomes of PPC8 (7 November 2022) with recommendations (and comments from PPC members on the 2023 work plan and budget)
- C108/3/3 Outcomes of FAC7 (11 November 2022) with recommendations
- C108/3/4 PPT Presentation 2023 Work plan and Budget

COUNCIL DECISION C108/4

The IUCN Council,

Requests the Director General to revise the Draft 2023 Work Plan and Budget taking into account the comments from Council members and IUCN Members, and discussions with Standing Committee Chairs, in time to present it to Part II of the 108th Council meeting to be held in person in January 2023;

Decides to grant its provisional approval of expenditure authority to the Director General for the first month of 2023 not exceeding 1/12 of the submitted budget.

Agenda Item 4: Constituency Issues FOR DECISION

Recommendations from the Governance and Constituency Committee (GCC6 held on 1 November 2022) on:

4.1 Membership applications

COUNCIL DECISION C108/5

The IUCN Council,

On the recommendation of its Governance and Constituency Committee (GCC),

Approves the admission of 13 Members (Annex 3); and

Defers its consideration of the application from The British Association for Shooting & Conservation pending a recommendation from GCC following receipt of additional information on the applicant's activities.

4.2 Applications for change of membership category and notifications about Member States and name changes of IUCN Members

Documents:

- C108/4/1 Membership applications
- C108/4/2 Change of category or name of IUCN Members and notification about State Members
- C108/4/3 Outcomes of GCC6 with recommendations

COUNCIL DECISION C108/6

The IUCN Council,

On the recommendation of its Governance and Constituency Committee (GCC);

Notes with deep concern the increasing number of IUCN Members that are requesting to change their membership category to Affiliate as a result of the new Membership dues;

Approves the request from three IUCN Members to change their membership category; (Annex 4)

Takes note of the name changes of five current IUCN Members (Annex 4); and

Takes note of the notification related to the membership of two States. (Annex 4)

Agenda Item 5: In camera session of the Council

5.1 Legal Adviser's evaluation process FOR DECISION

Consideration of the Bureau's recommendation for a process and form for the evaluation of the Legal Adviser.

COUNCIL DECISION C108/7

The IUCN Council,

*On the recommendation of the Bureau of the IUCN Council further to [Council decision C107/21 \(May 2022\)](#),
Approves the process and form for the annual performance evaluation of the Legal Adviser (Annex 5);
Decides that the President, the two Vice-Presidents part of the Bureau at the time of the assessment, the Chair of GCC, the Chair of FAC and the Councillor from Switzerland shall constitute the Legal Adviser's evaluation committee; and
Decides that the Legal Adviser's evaluation process be included in the Council Handbook.*

Part II, in person, Abu Dhabi

Tuesday 17 January 2023

Meetings of the standing committees of the IUCN Council (PPC, FAC and GCC)

Agendas and documents of the standing committee meetings of 17 January 2023 can be viewed in the Union Portal under PPC9, FAC8, GCC7.

Wednesday 18 January 2023

Agenda Item 1: Opening of the meeting and approval of modifications to the Agenda (continued)

By the President.

Documents:

- C108/1/2 Comments from IUCN Members on the Draft Agenda of C108 and on the 2023 Work Plan and Budget w. Annex 1- 13

Note from the Secretary to Council: it is suggested to consider three letters received from IUCN Members following C108 Part I, as follows:

C108/1/2 Annex 11: under agenda item 5 (in camera session)

C108/1/2 Annex 12: under agenda item 7

C108/1/2 Annex 13: under agenda item 2.4

Agenda Item 2 (continued): Council's strategic priorities & objectives 2022-25

2.1 Overview of progress (continued) FOR INFORMATION

By the President and Vice Presidents.

2.2 Strategic Vision (continued) FOR DISCUSSION

Progress report by the Director General and input from the first meeting of the Intersessional Council Working Group / Steering Committee held on 22 December 2022.

Documents:

- C108/2.2/1 Minutes of the Steering Committee 22Dec2022

2.3 Implementation of Resolutions (continued):

2.3.2 The 2021 Congress Decision 148 - Enabling effective attendance and participation of Members in future sessions of the Congress (continued) FOR DISCUSSION

Progress report by the Chair of the Advisory Group for the Review of the IUCN Statutes followed by discussion of the Advisory Group's directions for its continued work preparing draft amendments to the Statutes to make the Congress a hybrid event.

Documents:

- C108/2.3.2/2 Progress Report of the Advisory Group to GCC7 – 30 Dec 2022

2.3.5 The 2021 Congress Resolution 110 - Climate Crisis Commission FOR DECISION

Pursuant to [Council decision C107/2](#), the Interim Chair and Interim Steering Committee will prepare Terms of Reference of the Climate Crisis Commission for Council's consideration. The Interim Chair may also wish to update Council on, or present his proposals to Council in follow-up to [Council decision C/III on the membership of the Interim Steering Committee](#), adopted by email ballot of Council on 14 October 2022.

Documents:

- C108/2.3.5/1 IUCN Climate Crisis Commission – Terms of Reference

2.3.3 The impact of armed conflict on biodiversity (continued) FOR DISCUSSION / DECISION

The first document (C108/2.3.3/2 rev) is the Secretariat's report, the second (C108/2.3.3/3) a compilation of documentation from the IUCN Commissions in response to decision C108/3.

Documents:

- C108/2.3.3/2 rev Preliminary assessment of options for IUCN's engagement in post-conflict recovery in Ukraine
- C108/2.3.3/3 Impact of armed conflict on nature - update IUCN Commissions DEC C108 3 - w. Annex 1-2

2.4 Implementation of the Council Response to 2019 Governance External Review FOR DISCUSSION

[2021 Congress decision 147](#) requested the Intersessional Council Working Group / Steering Committee (SC) to "develop options to address the points raised in the External Review of Aspects of IUCN's Governance, including strengthening Council's capacity to carry out its oversight and governance roles, and if needed, reviewing its membership models and any other needed organisational change". During its first meeting on 22 December 2022, the SC requested time to review the draft report on the External Governance Review and postponed its recommendation to Council until it will have reviewed the report at its next meeting scheduled for February 2023. (cf. C108/2.2/1 Minutes of the Steering Committee 22Dec2022, p.2) The SC also requested Council for clarification on the expected role of the SC in the review of the Report on governance. The Council may wish to take into account the Letter of a group of IUCN Framework Partners received on 12 January 2023 (C108/1/2 Annex 13). The document C108/2.4/1 below is the Report on the External Governance Review presented by the Secretariat to the Steering Committee of the 20-year Strategy on 22 December 2022.

Documents:

- C108/2.4/1 Final report - External Governance Review 22 December 2022

2.5 International Positioning FOR DISCUSSION

Presentation by the Secretariat of the outcomes of the 2022 COPs (RAMSAR, UNFCCC, CITES and CBD) followed by discussion on improving IUCN's influence and mobilization of all of its constituents, and of securing high ambition conservation goals (desired impact by 2025 of Council Priority 5) by way of input for the development of a strategy for enhanced policy engagement and advocacy requested by Council decision C107/17 (May 2022). This agenda item may include recommendations from PPC on modifications to IUCN's procedures in order to achieve agreed upon IUCN policy positions (as directed by the Congress), in accordance with Council decision C107/17.

Agenda Item 3 (continued): IUCN Work plan and Budget 2023 FOR DECISION

Continuation of the discussion based on a revised draft Work Plan and Budget as requested by Council decision C108/4 (29 November 2022).

In response to a request from the Chair of PPC (31 December 2022), the versions of the 2023 Work plan and Budget of 15 November, respectively 23 December 2022 WITH TRACK CHANGES have been made available in the Union Portal as:

- C108/3/1 rev draft Work plan 2023 WITH TRACK CHANGES 15.11.2022;
- C108/3/1 rev draft Budget 2023 WITH TRACK CHANGES 15.11.2022; and
- C108/3/1 rev2 IUCN Work plan and Budget 2023 WITH TRACK CHANGES 23.12.2022.

Documents:

- C108/3/1 rev2 IUCN 2023 Work Plan and Budget - w. response to Chairs PPC, FAC & GCC 23.12.2022
- C108/3/5 Response to Chairs FAC, PPC & GCC 23 December 2022 w. attachments

Agenda Item 4 (continued): Constituency Issues FOR DECISION**4.1 Membership applications** (continued)

Consideration of eleven new membership applications, submitted by the (quarterly) deadline of 30 September 2022, taking into account the recommendations of GCC.

4.2 Applications for change of membership category (continued)

Consideration of one new application for change of membership category, taking into account the recommendations of GCC.

Documents:

- C108/4/4 Consideration of membership applications 12 December 2022
- C108/4/5 Change of Member category

4.3 Membership dues

Report with recommendations from the Council's Working Group on membership dues, and recommendations from GCC and FAC.

Agenda Item 5: *In camera* session of the Council (continued)

5.2 Amendments to the Regulations concerning the function of the Legal Adviser (Follow-up to [Council decision C107/21](#)) FOR DISCUSSION/DECISION

5.3 Update on the DG evaluation FOR DISCUSSION

5.4 Update on the selection process for the Host Country of the IUCN World Conservation Congress 2025 FOR INFORMATION

5.5 Any other issues that arise

Thursday 19 January 2023

Agenda Item 6: Director General's Update FOR INFORMATION/DISCUSSION

The Director General will present an update on his work for the period since the 107th Council meeting (May 2022).²

Agenda Item 7: Strategy on Knowledge Products and Strategy for the IUCN Academy -
Follow-up to the decision of the Extraordinary Council meeting of 28 September 2022 FOR DECISION

Proposals from the Director General in response to the [decision of the Extraordinary Council meeting](#). The discussion may take into account the letter received from Red List Partners on 3 January 2023 ([C108/1/2 Annex 12](#)). Prof. Luigi Boitani, Chair of the Red List Committee has accepted the President's invitation to join the meeting for the discussion on Knowledge Products.

Documents:

- C108/7/1 Knowledge Products Report – Strategic Roadmap 23.12.2022
- C108/7/2 IUCN Academy Strategy 23.12.2022

Agenda Item 8: Reports with recommendations from the Council's Standing Committees FOR DISCUSSION/DECISION

Under this agenda item, the committees will present topics for information, discussion and/or decision of Council that have not yet been covered by Council under other agenda items. The Agendas and documents of the standing committee meetings of 17 January 2023 can be viewed in the Union Portal: [PPC9](#), [FAC8](#), [GCC7](#)

8.1 Finance and Audit Committee (FAC)**8.2 Programme and Policy Committee (PPC)**

² The DG will present his annual report to Council at C109 (May 2022) on the results on the DG's strategic objectives approved by the Bureau in July 2022 ([decision B6/2](#)), together with his proposal for the DG's strategic objectives 2023. At the same time, the DG will present to Council the *IUCN 2022 Annual Report* before the publication is issued.

Documents: (are only listed here the PPC documents with a C108 document code)

- C108/8.2/1 Evaluation Update November 2022 – Report to Council
- C108/8.2/2 Progress in the implementation of Resolutions & Recommendations adopted by the 2021 Congress
- C108/8.2/3 IUCN Operational Framework for Engagement with the Oil and Gas Sector

8.3 Governance and Constituency Committee (GCC)

Agenda Item 9: Work Plans of the IUCN Commissions FOR DECISION

9.1 Work Plans of the IUCN Commissions

The Commissions submit to Council for approval their annual/4-year work plans as required by the [Statutes and Regulations](#) and the Planning and Reporting Framework ([Council Handbook Annex 2](#)) which will be the basis for the Commissions' reports to Council which will be presented at C109 in May 2023. The PPC may present recommendations to Council on the work plans in accordance with its Terms of Reference.

Documents:

- C108/9/1 CEM work plans 2021-25
- C108/9/2 WCPA Workplan 2022-2023
- C108/9/3 CEC Workplan 2022-2023
- C108/9/4 CEESP Workplan 2022-2023
- C108/9/5a WCEL Workplan 2022-2023
- C108/9/5b WCEL Workplan 2023
- C108/9/6 SSC Workplan 2022-2023
- C108/9/7 CCC Workplan 2022-2025

9.2 Report on the Joint meeting of all IUCN Commissions held in Abu Dhabi on 15-16 January 2023

Agenda Item 10: Any other business

10.1 Change of the date of C110 FOR DECISION

Due to UNFCCC changing the dates for its COP28 to 30 November - 12 December 2023, Council is invited to reconsider the dates of the 110th Council meeting scheduled since February 2022 for 29-30 November 2023.

Documents:

- C108/10/1 Any other business – change of date C110

10.2 Appointment to the Steering Committee of CEC FOR DECISION

On 12 January 2023, the Chair of CEC requested to include in the agenda his proposal to appoint a new member of CEC's Steering Committee as Regional Focal Point for Africa, replacing Eva who decided to step down. The biography of the candidate, Ms Vatosoa Rakotondrazafy, is included in the document.

Documents:

- C108/10.2/1 Appointment to Steering Committee CEC - Vatosoa Rakotondrazafy

Closing remarks by the President

Process for the implementation of WCC 2020 Res 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”
(<https://portals.iucn.org/library/node/49795>)

This document should be read in conjunction with the Terms of Reference of the different bodies engaged in the discussion and drafting of the policy, see Annex.

IUCN Council Programme and Policy Committee Res 123 Working Group

The Programme and Policy Committee of the IUCN Council has established a Working Group to ensure delivery of the draft “IUCN policy on synthetic biology in relation to nature conservation”, for consideration for adoption by the 2025 IUCN World Conservation Congress, according to the mandate provided in IUCN Resolution WCC 2020 Res 123. This working group will track the implementation of the process described in this document and make recommendations to the IUCN Council on the actions required. The Terms of Reference of this group are included in the Annex.

Inclusive process

A team of Trainers, supported by the Secretariat and with oversight from the IUCN Council; Programme and Policy Committee Res 123 Working Group will develop a briefing document, in order to explain to a broad range of IUCN Members and their respective memberships what synthetic biology is, and why its implications for nature conservation require an inclusive debate. This briefing should recall the process on the topics so far within the context of IUCN, and draw extensively from the IUCN report “Genetic Frontiers in Conservation” (<https://portals.iucn.org/library/node/48409>).

Discussions among IUCN structures

IUCN Council will invite IUCN National, Regional and Interregional Committees, Regional Conservation Fora, and Commissions to carry out inclusive discussions among their constituencies on the development of an IUCN policy on synthetic biology, as per Annex I of [WCC-2020-Res-123](#). These inclusive discussions should aim at engaging a diverse constituency across regions, gender, age and knowledge systems.

This inclusive process should include, where possible, identification of questions about areas in which there are significant uncertainties and unknowns, as well as, where possible, participatory and anticipatory technology assessment, including community-led foresight and participatory action research.

To facilitate this inclusive process, a team of Facilitators will produce a brief guidance document with recommendations about achieving inclusive and participatory engagement across the constituency, how to cover the topics mentioned in the resolution, and a template to receive appropriate reporting of discussions and summaries of the collected inputs. These reports will be inputs into the drafting and deliberation process of the policy.

Citizens’ Assembly

One of the elements in the inclusive discussion process will be the establishment of a Citizens' Assembly to ensure a voice for the "silent majority" of the IUCN Membership that is not necessarily yet familiar and has not typically been engaged in the topic of synthetic biology.

A minimum of 16 IUCN Member institutions will be randomly selected (using an algorithm for which the code is publicly available), using a stratification across a) the Union's eight statutory regions, to ensure balanced geographic participation, and b) IUCN's two voting houses: governments (including States, Government Agencies, and Sub-National Governments), and civil society organisations (including Indigenous Peoples' Organisations, National Non-Governmental Organisations, and International National Non-Governmental Organisations), ensuring half of the institutions are from governments and half from civil society organisations.

The randomly selected Member institutions will be asked to put forward two different individual nominees to serve in the Citizens' Assembly, with consideration for contributing to the overall diversity of the group, especially considering gender, youth and ethnicity. One individual per organisation will be selected by the IUCN Council Programme and Policy Res 123 Working Group, to maximize diversity in the overall group. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering translations will be provided by the IUCN Secretariat to assist any citizens' assembly members requiring this.

The Citizens' Assembly will be first convened to participate in a training, responsive to needs expressed by members of the Citizens' Assembly, so that participants share a common understanding on the topic of synthetic biology and its interactions with and implications for nature conservation, as well as on the process to develop an IUCN policy. Training materials will also be made available across the IUCN constituency, to support the inclusive process overall.

A second convening of the Citizens' Assembly will be held to deliberate and produce a summary and recommendations to be taken into consideration by the Policy Development Working Group in the drafting of the IUCN policy. Further convening may be undertaken in-person or electronically as needed.

Trainers and Facilitators

The Trainers and Facilitators of the Citizens' Assembly would be selected from among respected scientific institutions (e.g. national academies of natural and social science), through the IUCN procurement process, to ensure transparency, as well as minimising any actual or perceived conflicts of interest over the topic.

Appointment of the Policy Development Working Group

The Policy Development Working Group will be in charge of drafting the "IUCN policy on synthetic biology in relation to nature conservation", its terms of reference are included in the Annex.

IUCN Council will send out a call for nominations to all IUCN Members and Commission members, with sufficient information about the process and terms of reference for this group. The call for nominations will be open for at least one month. The call for nominations will request brief information on the nominees, specifically contact information, brief biography, expertise on the topic, region of origin, gender, age, ethnicity, as well as their CV, statement of interest and confirmation of willingness to serve in a personal capacity, commitment to the time dedication required, willingness to engage in a respectful and inclusive way to the different perspectives on the topic and declaration of any potential conflicts of interest. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering translations will be provided by the IUCN Secretariat to assist any working group members requiring this.

The call for nominations will also request that nominees state if they would be willing to be considered for the position of Chair or Co-Chair of the Working Group, including the terms of reference for this/these position(s).

The IUCN President will appoint a preliminary list of sixteen participants for the Working Group (using criteria in Res 123), including a Chair or Co-Chairs, and send out to IUCN Members the list of names and brief biographies. IUCN Members will have one month to send feedback to the IUCN President about its overall composition.

The IUCN President will appoint and announce the final list of participants of the Working Group and its Chair or Co-Chairs no more than two months after the deadline to receive feedback from IUCN Members.

Drafting and review of the policy

The drafting of the policy will be led by the Policy Development Working Group, taking into account the inputs from the inclusive discussion process, especially the reports from the discussions carried out by the different IUCN structures, and the deliberations and recommendations from the Citizens' Assembly, as well as the guiding criteria listed in Res 123, and the IUCN report Genetic Frontiers in Conservation: Assessment of Synthetic Biology and Biodiversity Conservation, as well as on other relevant sources of information.

The drafting and review process to be followed is described in Res 123. The Policy Development Working Group will meet in person three times, to prepare the first, second and third drafts of the policy, as well as will also work online via email and virtual meetings. In person meetings will have the support of the professional Facilitators hired and mentioned above.

The first and second drafts will be open to receive comments by IUCN Members during at least one month each. The third draft of the IUCN policy on synthetic biology will be submitted to the IUCN Council, which will transmit it, through a motion, to the 2025 IUCN World Conservation Congress for debate and potential adoption by IUCN Members.

Conflict resolution

If unconstructive conflicts should arise among participants of this process that halt progress in the inclusive discussions and drafting of the policy, IUCN Council will mediate to seek a resolution, having the capacity to remove and replace the parties involved if necessary.

Resources required to implement this process

The implementation of Res 123 following the process described in this document is conditioned by the availability of resources to cover costs such as travel, contracts for the Facilitators and Trainers, honoraria of participants of the Citizens' Assembly, Secretariat staff time dedication, document production and communication, among others.

IUCN Secretariat is commissioned to fundraise to cover these costs from philanthropic organisations and governments minimising any actual or perceived conflicts of interest over the topic.

**Terms of Reference for bodies involved in implementation of WCC 2020 Res 123
“Towards development of an IUCN policy on synthetic biology in relation to nature
conservation” (<https://portals.iucn.org/library/node/49795>)**

This document provides Terms of Reference for the seven different bodies involved in implementation of IUCN Resolution WCC 2020 Res 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”, namely, i) IUCN Council Programme and Policy Committee Res 123 Working Group members, ii) Policy Development Working Group members, iii) Policy development working group chair/co-chairs, iv) Citizens’ assembly members, v) Trainers, vi) Facilitators, vii) IUCN Secretariat support.

This document should be read in conjunction with the Process for the implementation of WCC 2020 Res 123.

IUCN Council Programme and Policy Committee Res 123 Working Group members

Composition: Three members appointed by the IUCN Council Programme and Policy Committee – Bibiana Sucre (Chair), Hilde Eggermont, Peter Cochrane.

Objective: Ensure delivery of the draft “IUCN policy on synthetic biology in relation to nature conservation”, for consideration for adoption by the 2025 IUCN World Conservation Congress, according to the mandate provided in IUCN Resolution WCC 2020 Res 123.

Specific roles: 1) Comment and sign off on proposal for resource mobilisation in support of implementation of IUCN Resolution WCC 2020 Res 123; 2) Provide oversight regarding the procedures and timeline for implementation of IUCN Resolution WCC 2020 Res 123 as well as on the roles and articulation of the different bodies engaged in the process; 3) Advise the IUCN Council Programme and Policy Committee and hence IUCN Council and IUCN President herself, specifically, on the appointment of nominees to the Policy Development Working Group, further to operative clause 2 of IUCN Resolution WCC 2020 Res 123; 4) Advise the IUCN Council Programme and Policy Committee and hence IUCN Council itself on the drafting and participatory discussion and review process for the policy, further to operative clause 1 and 3 of IUCN Resolution WCC 2020 Res 123; 5) Provide assurance as to the stratified random selection of IUCN Members for participation in the citizens’ assembly; 6) Provide advice for the selection of the Trainers and Facilitators; 7) Provide an observer to the meetings of the Policy Development Working Group and of the citizens’ assembly; 8) Lead the development and submission of a Council motion to transmit the draft “IUCN policy on synthetic biology in relation to nature conservation” for consideration for adoption by the 2025 IUCN World Conservation Congress; 9) Support deliberation of draft “IUCN policy on synthetic biology in relation to nature conservation” at 2025 IUCN World Conservation Congress.

Mode of operation: 1) Regular 1-hr meeting (once / week); 2) Address ongoing issues by email as needed.

Policy Development Working Group members

Composition: Sixteen members, appointed in a balanced way by the IUCN President on the basis of the process established in operative clause 2 of IUCN Resolution WCC 2020 Res 123. It is anticipated that Policy Development Working Group members are likely, although not required, to have relevant expertise or interest in synthetic biology. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering

translations will be provided by the IUCN Secretariat to assist any citizens' assembly members requiring this.

Objective: Draft the "IUCN policy on synthetic biology in relation to nature conservation".

Specific roles: 1) Produce the first draft of the "IUCN policy on synthetic biology in relation to nature conservation", drawing on, inter alia, the recommendations and deliberations of the citizens' assembly, summary reports from other elements of the inclusive discussion processes carried out by the different IUCN structures, the guiding criteria listed in Annex section II and previous IUCN Resolutions, and the IUCN report "Genetic Frontiers in Conservation" (<https://portals.iucn.org/library/node/48409>); 2) Produce a second draft of the IUCN policy, taking into account the comments received from the IUCN constituency on the first draft, and document how each comment was addressed; 3) Produce a third draft of the IUCN policy, taking into account the comments received from the IUCN constituency on the second draft, and document how each comment was addressed; 4) Serve as resource people for the deliberations of draft "IUCN policy on synthetic biology in relation to nature conservation" at the 2025 IUCN World Conservation Congress.

Mode of operation: 1) Three in-person meetings, to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to comments on first and second drafts; 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

Policy Development Working Group Chair/Co-chairs

Composition: One or two individuals, selected from among the Policy Development Working Group members by the IUCN President.

Objective: To provide leadership to the Policy Development Working Group in the process of drafting the "IUCN policy on synthetic biology in relation to nature conservation".

Specific roles: 1) Chair the first, second, and third meetings of the Policy Development Working Group, and any electronic meetings or email discussions of the working group needed; 2) Promote respectful engagement among all members of the Working Group; 3) Participate as observer/s on the inclusive process of the citizen's assembly; 4) Ensure that recommendations and deliberations of the citizen's assembly and inclusive discussions are taken into account into the drafting of the "IUCN policy on synthetic biology in relation to nature conservation".

Mode of operation: 1) Three in-person meetings, to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to IUCN constituency comments on first and second drafts; 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

Citizens' assembly members

Composition: A minimum of sixteen individuals selected in a stratified random fashion from across the IUCN Membership, with stratification ensuring regional and gender balance, as well as seeking indigenous and youth engagement, under the assurance of the IUCN Council Programme and Policy Committee Working Group. Citizens' assembly members are not required to have existing expertise and interest in synthetic biology. Fluency in either English or French or Spanish, the three official languages of IUCN, is required; whispering translations will be provided by the IUCN Secretariat to assist any citizens' assembly members requiring this.

Objective: Contribute to the inclusive process by ensuring a voice for the “silent majority” of the IUCN Membership into the process for development of the “IUCN policy on synthetic biology in relation to nature conservation”, as mandated in operative clause 1 of IUCN Resolution WCC 2020 Res 123.

Specific roles: 1) Participate in training, responsive to needs expressed by the citizens’ assembly members, to develop a common understanding regarding synthetic biology and its interactions with and implications for nature conservation; 2) Produce reports with recommendations and summary deliberations for the Policy Development Working Group regarding content of the “IUCN policy on synthetic biology in relation to nature conservation”.

Mode of operation: 1) At least two in-person meetings, one to participate in training, the second to deliberate and produce recommendations; 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress; 4) Receive honoraria to cover opportunity cost of engagement time (on the rationale that citizens’ assembly members are selected at random rather than through nomination).

Trainers

Composition: Anticipated to be three individuals, from a respected scientific institution (e.g. national academies of natural and social science), selected through the IUCN procurement process. The same institution may be selected to provide both the training and the facilitation functions (see above), to reduce transaction costs and increase continuity and efficiency of the process.

Objective: Provide training to citizens’ assembly on synthetic biology and its interactions with and implications for nature conservation, so that participants share a common understanding as starting point for the discussions.

Specific roles: 1) Prepare a briefing addressed at all IUCN Members about what synthetic biology is, and why its implications for nature conservation require an inclusive debate, recalling the process on the topics so far within the context of IUCN; 2) Prepare as necessary training materials (e.g. powerpoints, course handouts, relevant publications, quizzes) for training session of citizens’ assembly, in ways responsive to needs expressed by the citizens’ assembly members; 3) Lead training session of citizens’ assembly.

Mode of operation: 1) One in-person meeting for the training session of citizens’ assembly; 2) Preparation time to develop training materials; 3) Address ongoing issues by email as needed.

Facilitators

Composition: Anticipated to be three individuals, from a respected scientific institution (e.g. national academies of natural and social science), selected through the IUCN procurement process. The same institution may be selected to provide both the facilitation and the training functions (see above), to reduce transaction costs and increase continuity and efficiency of the process.

Objective: Facilitate the meetings of the citizens’ assembly and of the Policy Development Working Group.

Specific roles: 1) Produce brief guidance documents on how different components of IUCN can carry out inclusive processes to discuss synthetic biology and collect inputs from discussions and produce summary reports (National, Regional and Interregional Committees, Regional Conservation Fora, Commissions); 2) Facilitate at least one

deliberation meeting of the citizens' assembly to produce recommendations for the Policy Development Working Group regarding content of the IUCN policy; 3) Facilitate the three in-person meetings of the Policy Development Working Group to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to IUCN constituency review comments on first and second drafts; 4) Support deliberation of draft "IUCN policy on synthetic biology in relation to nature conservation" at the 2025 IUCN World Conservation Congress.

Mode of operation: 1) At least one in-person meeting of the citizens' assembly; 2) Three in-person meetings of the Policy Development Working Group to produce respectively first, second, and third drafts of "IUCN policy on synthetic biology in relation to nature conservation", and responses to IUCN constituency review comments on first and second drafts; 3) Address ongoing issues by email or electronic meetings as needed; 4) Attend the 2025 IUCN World Conservation Congress.

IUCN Secretariat support

Composition: IUCN Secretariat support will be drawn from the IUCN International Policy Centre and IUCN Science & Data Centre. Specific staff engaged are anticipated to be the Head of the International Policy Centre, the Senior Scientist & Programme Manager, the Chief Scientist, the Head of the Science & Data Centre, and a Programme Administrator.

Objective: Provide scientific, technical, policy, fundraising, and administrative support to all bodies and processes involved, in particular to the IUCN Council Programme and Policy Committee Working Group members, the Policy Development Working Group Chair/Co-chairs, and the Trainers and Facilitators, but also more generally the Policy Development Working Group members and citizens' assembly members.

Specific roles: 1) Draft proposal for resource mobilisation in support of implementation of IUCN Resolution WCC 2020 Res 123, incorporate comments from IUCN Council Programme and Policy Committee Working Group members, and fundraise on the basis of this; 2) Support IUCN Council Programme and Policy Committee Working Group members in developing and maintaining the procedures and timeline for implementation of IUCN Resolution WCC 2020 Res 123; 3) Undertake procurement of trainers and facilitators under IUCN procurement process; 4) Organise travel, venues, and logistics for all in-person meetings (two for citizens' assembly; three for Policy Development Working Group), and participate in these; 5) Organise logistics for electronic meetings and document sharing and review as required; 6) Support deliberation of draft "IUCN policy on synthetic biology in relation to nature conservation" at the 2025 IUCN World Conservation Congress.

Note that the IUCN Secretariat will remain neutral on all aspects of synthetic biology until the formal adoption of an IUCN policy on synthetic biology, remaining cognisant as new understanding develops during the process, as mandated in operative clause 4 of IUCN Resolution WCC 2020 Res 123.

Note also that Secretariat support is entirely dependent on external funding.

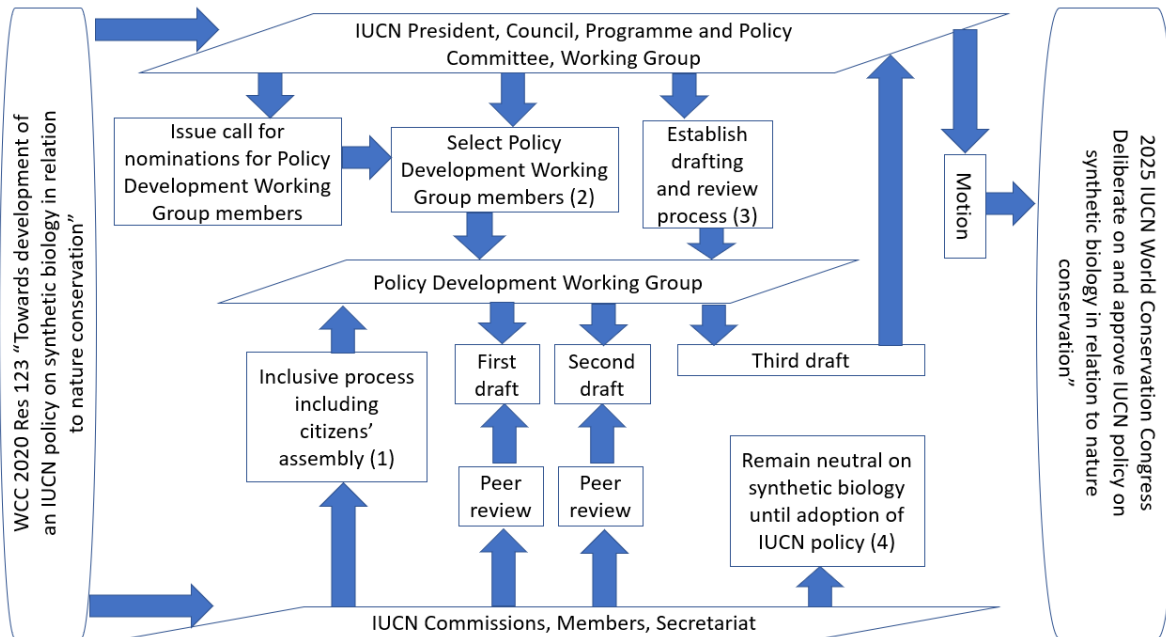
Mode of operation: 1) At least five in-person meetings (at least two for citizens' assembly; three for Policy Development Working Group); 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

Other active stakeholders

Res 123 calls IUCN Director General, Commission Chairs and Members to carry out an inclusive and participatory process to inform the development of the policy, particularly

through IUCN National, Regional and Interregional Committees, IUCN Regional Conservation Fora and IUCN Commission processes. IUCN Council Programme and Policy Committee Res 123 Working Group will invite these different structures of IUCN to carry out inclusive discussions among their respective constituencies. Brief guidance documents will be provided to facilitate these discussions and to request consistent brief summary reports for input into the process.

Process schematic for development of an IUCN policy on synthetic biology in relation to nature conservation. Numbers relate to operative clauses of IUCN Resolution WCC 2020 Res 123 “Towards development of an IUCN policy on synthetic biology in relation to nature conservation”.



Annex 1: List of organisations/institutions admitted to IUCN by Council decision C108/5

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Ajemalebu Self Help	AJESH	Cameroon	https://ajesh.org/	National NGO	NG/25951 Organisation pour la Nature, l'Environnement et le Développement du Cameroun, Cameroon (<i>Organization for the Nature, Environment and Development of Cameroon</i>) NG/25569 Action Plus, Benin	AJESH
	2	Centre d'Appui au Développement local Participatif Intégré (<i>Integrated Local Development Support Unit</i>)	CADEPI	Cameroon	http://cadepi.org	National NGO	NG/24856 Cameroon Environmental Watch, Cameroon NG/25162 Support to Women and Rural People Center, Cameroon	CADEPI
	3	Nature-Communautés-Développement (<i>Nature - Communities - Development</i>)	NCD	Senegal	https://ncdsenegal.org/	National NGO	1) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal (<i>Senegalese Association for Friends of Nature</i>) 2) NG/25896 Partenariat Régional pour la Conservation des Zones Côtières, Senegal (<i>Regional Partnership for the Conservation of the Coastal Zones</i>)	NCD
North America and the Caribbean	4	North American Grouse Partnership	NAGP	United States of America	https://www.grousepartners.org	National NGO	IN/1063 International Council for Game and Wildlife Conservation, Hungary IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium NG/25729 Wild Sheep Foundation, USA	NAGP
	5	Outward Bound International	OBI	United States of America	https://www.outwardbound.net	International NGO	Canada National Committee of IUCN Members NG/595 Canadian Wildlife Federation, Canada	OBI
	6	The Explorers Club	TEC	United States of America	http://www.explorers.org	National NGO	NG/25972 Conservation X Labs, Inc., USA NG/25824 Thinking Animals, Inc., USA	TEC
	7	Women for Conservation	W4C	United States of America	https://www.womenforconservation.org	National NGO	NG/25609 National Whistleblower Center, USA NG/26051 Galapagos Conservancy, USA	W4C

South and East Asia	8	Nihon Washitaka Kenkyu Center (The Japan Falconiformes Center)	JFC	Japan	http://www.wa.commufa.jp/jfc/	National NGO	IN/1063 International Council for Game and Wildlife Conservation, Hungary IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium	JFC
	9	Climate Change Center	CCC	Republic of Korea	http://www.climatechangecenter.kr/eng/	National NGO	GA/24860 Korea National Park Service, Korea Korea National Committee of IUCN Members	CCC
	10	Ecomom Korea	ECOMOM	Republic of Korea	http://www.ecomomkorea.org/	National NGO	NG/25233 National Nature Trust, Korea NG/25713 World Heritage Promotion Team of Korean Tidal Flats, Korea	ECOMOM
West Europe	11	Odense ZOO	Odense ZOO	Denmark	https://www.odensezoo.dk/	National NGO	NG/772 Zoologisk Have København (<i>Copenhagen Zoo</i>), Denmark NG/25166 Stiftelsen Nordens Ark (<i>Nordens Ark Foundation</i>), Sweden	Odense ZOO
	12	Stichting "European Foundation for Falconry and Conservation"	EFFC	The Netherlands	https://www.ef-fc.org/	National NGO	IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium (<i>Federation of Associations of Hunting and Conservation of Wildlife of the European Union</i>)	EFFC
	13	Fundación para la investigación en etología y biodiversidad (<i>Foundation for research on ethology and biodiversity</i>)	FIEB	Spain	https://www.fiebfoundation.org/	National NGO	NG/24956 Centro de Extensión Universitaria e Divulgación Ambiental de Galicia, Spain (<i>Centre for Continuing Education and the Dissemination of Environmental Information of Galicia</i>) NG/25232 Fundación Oxígeno, Spain	FIEB

Change of membership category and notifications about Member States and name changes of IUCN Members**1. Change of membership category of three current IUCN Member organisations**

Member ID	Name	Country	Current category	Requested new category
a. NG/252	Zoological Society of London	United Kingdom	National NGO	Affiliate
b. NG/279	Smithsonian Institution	United States of America	National NGO	Affiliate
c. GA/25675	The Scottish Government (Environment and Forestry Directorate)	United Kingdom	Government agency	Subnational government

2. Change of name of five current IUCN Member organisations

Member ID	Previous name	New name	Country
NG/25530	Union of Municipalities for Aegean and Marmara Environment	Aegean and Marmara Union of Environmental Municipalities	Turkey
GA/869	Ministry of Mahaweli Development and Environment	Ministry of Environment	Sri Lanka
NG/1583	Aula del Mar - Malaga Asociación para la Conservación del Medio Marino	Fundación Aula del Mar Mediterraneo	Spain
ST/25410	Ministerio de Vivienda Ordenamiento Territorial y Medio Ambiente	Ministerio de Ambiente	Uruguay
GA/25675	The Scottish Government (Environment and Forestry Directorate)	The Scottish Government	United Kingdom

3. Notification related to membership of States

Member ID	Name	Country	Comments
ST/24792	Ministério da Cultura, Turismo e Ambiente República de Angola	Angola	Angola State was withdrawn following rescission on 10.02.22. Their membership was reactivated on 23.03.2022 after receipt of their outstanding dues.
ST/25503	Instituto da Conservação da Natureza e das Florestas	Portugal	Portugal re-joins as State Member on 13.10.2022 after being withdrawn in 2013 following rescission. The State is represented by the Instituto da Conservação da Natureza e das Florestas (Institute for Nature Conservation and Forests), which has been a Government agency Member of IUCN since 2015.

Legal Adviser's Performance Assessment Questionnaire

The Legal Adviser's evaluation process

This survey covers the core areas of responsibility of the Legal Adviser towards IUCN Council. It is confidential and will not be included in the public documents of the Bureau or the Council.

Your compiled responses will define the Council's expectations with regard to how the Legal Adviser should perform her advisory role and enable her to better align with those expectations.

Each Council member is kindly requested to answer all questions and provide as much information as possible to clarify your feedback and expectations.

The summary results of the assessment will be shared with the evaluation committee who will provide your feedback to the Legal Adviser and share a summary report with you. The evaluation committee consists of the President, the two Vice-Presidents part of the Bureau at the time of the survey, the Chair of the GCC, the Chair of the FAC, and the Councillor from Switzerland.

The same survey will be conducted within the next 6 to 12 months to complete the Legal Adviser's performance assessment.

Kindly complete the survey by 14 December 2022 at the latest.

Thank you for your time and responses.



IUCN Climate Crisis Commission (CCC)

Terms of Reference 2022- 2025

*Adopted by the IUCN Council, decision C108/11, 19 January 2023
(Updated as required by decision C108/11)*

1. Background

At the IUCN World Conservation Congress in 2021, the [resolution](#) to “Establishing a Climate Change Commission” was adopted.

The resolution defines that the ‘*The Climate Crisis Commission*’ **aim is to mobilize and coordinate the Union and engaging with Regional and National IUCN Committees and broader civil society efforts to reduce greenhouse gas emissions and adapt to climate change based on the best available science** coming from the IPCC and taking into account the actions and initiatives that are developed in the **UNFCCC through the Global Climate Action Agenda**.

It highlights that “**transformative change for a system-wide reduction of greenhouse gas emissions is necessary**; that current government mitigation contributions alone are insufficient to limit global warming to a level that avoids irreversible harmful impacts to humans and ecosystems; that IUCN has a global reputation for the integrity of its work and the capacity to provide global leadership; and that IUCN, exercising its unique convening powers, mobilizing its membership, and implementing a step change in its communications, can fast-track the necessary transition to a green economy.”

It also stresses “**the essential contribution of biodiversity protection and ecosystem integrity in achieving the targets adopted by the Paris Agreement to prevent global warming from exceeding 1.5°C**”; and “that enhanced action on climate change adaptation, mitigation and resilience is necessary to protect communities from the irreversible impacts of climate change”.

2. Vision

The vision of the IUCN Climate Crisis Commission is *a world in which global warming is limited to 1.5 degrees above pre-industrial levels and society is adapting to manage climate risks in ways that enhance socio-ecological resilience, are Nature Positive, and promote just outcomes for all.*

The IUCN CCC, will achieve this vision by **mobilizing and coordinating the Union**, engaging with Regional and National IUCN Committees and members, and six Commissions, by promoting productive and constructive partnerships, taking into account the actions and initiatives that are developed in the **UNFCCC, through the Global Climate Action Agenda and other relevant multilateral fora.**

We are facing a climate crisis where humans and nature alike are suffering the impacts from 1.1°C of global warming, with a further 0.4°C anticipated; thus, we will likely approach 1.5°C around 2030. The need to stem a further rise in temperature and for integrated action to conserve biodiversity and mitigate climate change has been recognized in the last three climate COPs, as well as the sense of urgency to address the intertwined crises that are affecting the most vulnerable.

The IPCC 6th Assessment Report on mitigation found that in addition to the rapid shift away from fossil fuel to clean energy sources of energy and associated decarbonization transformations, among the mitigation options, the protection, improved management, and restoration of forests and 29 other ecosystems (wetlands, savannas and grasslands) have the largest potential to reduce emissions and are the only proven means at scale to sequester carbon. The IPCC report on adaptation concluded that safeguarding biodiversity and ecosystems is fundamental to climate resilient development, in light of the threats climate change poses to them and their roles in adaptation and mitigation, and that maintaining the resilience of biodiversity and ecosystem services at a global scale depends on effective and equitable conservation of approximately 30% to 50% of Earth's land, freshwater and ocean areas, including currently near-natural ecosystems. The report also found that building the resilience of biodiversity and supporting ecosystem integrity can maintain benefits for human beings, including livelihoods, health and well-being and the provision of food, fiber and water, as well as contributing to disaster risk reduction and climate change adaptation and mitigation. The joint IPBES-IPCC workshop on Biodiversity and Climate Change also highlighted the interdependence of biodiversity and climate change and the need to explore solutions that address both crises.

Climate and biodiversity are therefore strongly connected, as we cannot solve one without addressing the other. Addressing this nexus demands new ways of developing and supporting collaborative efforts, the creation of new plans and policies that implement actions and influence policy in a manner that avoids creating further risks and multiplies synergies.

3. Mission

The IUCN Climate Crisis Commission advances solutions for limiting global warming to 1.5°C that are appropriate and effective in ways that promote justice and ecosystem integrity, based on the best available scientific evidence and learnings from all reputable international bodies and from Indigenous knowledge systems. The IUCN CCC mobilizes and coordinates the Union's efforts by engaging with Regional and National IUCN Committees, Members, and Indigenous Peoples, and by building and promoting productive and constructive partnerships that reach for transformational systems change.

This mission will track IUCN's broader mission of conserving the integrity and diversity of nature, which has been successful in promoting over time a strong conservation policy around the world, as well as effective actions to protect biodiversity at ecosystems, species and genetic levels, and ecosystem services. The Climate Crisis Commission's action and results approach will help implement climate solutions consistent with IUCN mission and policy.

The CCC is a vehicle for addressing the dual crises in climate and biodiversity in synergistic ways, achieving transformational change through co-designed actions and through a whole of society approach informed by multi-stakeholder engagement, and that focuses on the clean energy transformation; human settlements and infrastructure; forests and other terrestrial and coastal-marine natural ecosystems; and agriculture and land use, while always giving consideration to equity, human rights and social justice outcomes. The Commission will co-design action plans with Indigenous Peoples, and Local Communities, and public and private sector actors in ways that deliver climate justice for all, including future generations, and especially the most vulnerable human communities, species and ecosystems.

The system transitions and climate resilient development that science has recognized as essential will only be possible if we can bring a structural response that can change the foundations of what has created the climate crisis. The chief cause is the greenhouse gas emissions from using fossil fuel for energy, along with the emissions from deforestation and land degradation. The root contributors to the climate crisis arise from how societies value and use nature, respond to scientific knowledge of environmental impacts from the application of technology, and the extent to which we act with a sense of universal responsibility for the health and wellbeing of other members of the human

family, other species and future generations on planet Earth as a whole ecosystem.

The solution space for the climate crisis must therefore address the urgent imperative to decarbonize our economies and protect and restore ecosystems and species, as well as the policies, approaches, public awareness and capacity building that will help bring about the necessary transformations and transitions. The Commission will facilitate a deeper engagement of IUCN with relevant multilateral processes such as UNFCCC, CBD/GBF, UNCCD, RAMSAR, CITES, UNEA, SDG's among some others related to oceans, food, and plastic pollution.

To achieve a unified approach to the climate crisis, the Commission will engage with the other six Commissions, the Secretariat, Indigenous Peoples, Member organizations, and key sectors, like the business community. It will connect existing efforts, promote synergies and build new ones, while avoiding duplication with regard to existing bodies; bringing a 'One IUCN' and 'whole of society' approach. The Commission will leverage IUCN's unique convening power, technical skills, as well as its diverse and unique membership structure and global status.

4. Goal

By 2025, IUCN CCC will have been effective in bringing a more holistic, integrated and just approach to the development and implementation of IUCN climate policy and programs, and the Union's engagement with international and regional processes, effectively contributing to the efforts of the world community to limit warming to below 1.5°C and enable needed adaptation and resilience.

5. Specific objectives

- Develop and promote holistic policies and guidelines that promote the rapid transition away from fossil fuel to clean energy sources, climate and nature convergence and the **enabling conditions** to effectively address both challenges.
- Through strong collaboration with other Commissions and the Secretariat, promote synergistic policies and approaches with relevant multilateral processes in addition to the UNFCCC and CBD including UNCCD, RAMSAR, CITES, UNEA, SDGs and those related to oceans, food production and materials management.
- Help mobilize, coordinate and collaborate with all components of the Union and with external partners under a "One Union", "whole of society approach", leveraging IUCN convening power and knowledge skills.
- Promote and implement solutions that advance synergistic climate-biodiversity outcomes, by integrating science, Indigenous Peoples' knowledge systems, and local community knowledge in this effort.
- Address the controversies that limit the climate and nature convergence.

- Promote the use of accurate data and appropriate technology to bring solutions to address the climate and nature crises, whilst preventing warning and limiting uses of technology that are contrary to climate, nature and sustainability objectives.
- Promote innovative solutions and develop innovative tools/mechanisms, to address the climate and nature crises, through addressing the four climate transitions suggested by IPCC and the 5 key drivers of nature loss identified by IPBES.
- Promote inclusiveness by working with and for local communities, Indigenous Peoples, women and youth.
- Raise public awareness and capacity building under a coherent action plan for an effective impact of the commission's measurements.
- Develop the IUCN Climate Crisis Commission mandate for the IUCN 2025 World Conservation Congress based in the current CCC ToRs
- Secure resources for running the Climate Crisis Commission by developing and implementing a strategic plan for resource mobilization that complements existing IUCN resources and avoids impinging on other IUCN Commission resources and funding arrangements.
- Promote science, technology, data and planning for integrated nature and climate strategies, as well as methodologies and frameworks to evaluate progress towards the Commission's climate objectives.

6. Priorities and expected results

The Climate Crisis Commission, through its plans and activities will contribute to the IUCN Programme 2021–2024 and will help position IUCN as an influential and effective agent of change, giving new impetus to meeting the challenges of limiting global warming to 1.5 degrees.

6.1. Thematic areas

1. **Policy:** The Commission will build upon the IUCN portfolio of Congress climate-related resolutions and, through engaging with all IUCN's categories of membership, will contribute to multilateral processes in ways that strengthen and promote just decarbonization and synergistic climate-biodiversity policies and actions.
2. **Solutions and innovative tools:** The Commission will co-design and implement solutions and innovative tools based on the best available science, Indigenous Peoples knowledge systems and science, local community knowledge and best practices, and sustainability drivers in the private sector, that promote and consolidate synergistic solutions for the climate and biodiversity crises.

- 3. Finance:** The Commission will work on stimulating collaboration to unlock resource mobilization from all sources, and will contribute to all efforts oriented to transforming the financial system and promoting the creation of innovative, accessible and participatory financial mechanisms.
- 4. Technology and data:** The Commission will convene and promote science, technology, data and planning for decarbonization and integrated nature and climate strategies.

6.2 Cross-cutting areas:

- 1. Communications and outreach:** The Commission will develop a robust communications strategy that conveys IUCN CCC vision, mission and a narrative to support the outreach.
- 2. Partnerships:** The Commission will develop a strategic plan to identify and develop innovative partnerships that contribute to the CCC strategy and Work Plan, as well as helping its position in the climate space.
- 3. Flagship projects/products:** The Commission will develop a flagship project/product that lifts the Commission's profile, conveys the value add of the CCC, supports critical decision making processes, focuses on just decarbonization and the climate and nature convergence, and brings solutions that contribute to scaling up socially just and Nature positive actions.

6.3 Internal organization and structure

- 1. Membership & inclusion:** The Commission will identify and convene members under the structure and Work Plan of the Commission; considering the principles of inclusion, gender, geographic balance, and intergenerational balance.
- 2. Resource mobilization:** The Commission will secure new resources for the Climate Crisis Commission by developing a strategic plan for resource mobilization.
- 3. Cross commission collaboration:** The CCC recognizes that climate change is a crosscutting theme and that the other six IUCN Commissions are developing climate-relevant actions. The CCC will strongly complement, coordinate where appropriate, collaborate across Commissions, and enhance and promote synergies and complementarity as a vital component of its strategy.
- 4. IUCN Intergovernmental Organization (IGO) role at UNFCCC:** The Commission will **work to enhance** IUCN's IGO role at UNFCCC process, seeking, through CCC advocacy, to increase IUCN's influence and visibility as a

trusted/forward thinking organization in the climate debate.

7. Structure

The Commission is led by the chair, Manuel Pulgar Vidal, appointed on May 19th 2022.

The chair is supported by a deputy chair, designated by the chair, based on candidates from the Steering Committee who would like to take this role.

The chair and the deputy chair are supported by eight regional vice chairs and thematic vice chairs, designated by the chair, based on candidates' location, competences and acceptance to take this role. The number of thematic vice chair's positions will be decided by the Steering Committee.

The Steering Committee provides leadership and guides the development and implementation of IUCN CCC work based on an open discussion, including defining the work plan and budget.

The chair suggests to the Steering Committee, regional vice chairs and thematic vice chairs, the frequency of meetings, information sharing mechanisms, logistic arrangements and communication tools.

8. Membership

The Climate Crisis Commission membership:

1. Will be **convened by regional vice chairs** based on Terms of Reference and Criteria approved by the CCC Chair and through an **open application** process, via the IUCN Commission Membership System.
2. Membership will be until September 2025.
3. The allocation of the regional members into thematic specialist groups (which are the Commission's Workstreams) will be determined by the IUCN CCC Chair in coordination with each one of the vice chairs of these specialist groups.
4. The convening process of the IUCN CCC membership will follow a transparent, inclusive and equitable process, with well distributed socio economic, gender, geographic, professional and intergenerational representation.
5. The membership will be composed of volunteers who are committed to promoting appropriate, effective, just and nature positive solutions to the climate crisis emergency through synergistic solutions that are informed by all types of scientific evidence. Actions undertaken will be framed under the IUCN CCC vision, mission and objectives in order to advance a coherent approach that projects a CCC working team.



2023 Work Plan and Budget

Approved by the IUCN Council on 18 January 2023 (Decision C108/12)

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Part I. 2023 Workplan

1. Introduction

The IUCN Programme 2021–2024 has a major feature that differentiates it from previous editions: it calls for the mobilisation of the entire Union, and for the first time, sets its ambition in a decadal timeframe (2021–2030). This high-level and results-orientated Programme embodies the IUCN One Programme Charter and invites contributions from across the IUCN Membership, Commissions and Secretariat to deliver high-impact targets. It represents the first quadrennial piece of a longer-term strategic framework, which aligns with the United Nations 2030 Agenda for Sustainable Development and the long awaited post-2020 global biodiversity framework.

The document sets out what the Secretariat will do in 2023. Part I contains the Work Plan for 2023, the third year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. It also includes a chapter summarising the jointly planned Secretariat work with Commissions. Part II provides details on the associated budget of the Secretariat, which includes the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2023. The purpose of the Workplan is to provide assurance that the work of the Secretariat is progressing in line with the targets set out in the IUCN Programme 2021-2024 and in accordance with the One Programme Charter.

It is important to note that since 2021, IUCN has put resources and significant efforts into improving its planning, reporting, monitoring and evaluation practices (see also [DG Report to Council 107](#)). The improvements have already been recognised by our donors, evident by the [Danish Ministry of Foreign Affairs Inception report on support to IUCN 2021-2024](#) and the additional resources provided in 2022 by the Swiss Federal Office for the Environment to strengthen our Programme Performance, Monitoring and Evaluation (PPME) work. These efforts are helping IUCN move towards more data-driven planning and reporting, support decision-making with relevant and measurable analytical lens, and ultimately, ensure that the Programme is effectively grounded in the planning from the outset. It is within this context that the 2023 Workplan was prepared.

2. Membership Engagement

A Union of more than 1,400 diverse Members, together with a substantial global network of conservation experts under the IUCN Commissions, has the credibility to play a leading role in the global effort to redefine our relationship with nature. Membership and commission engagement are at the very core of the Union's vision and mission.

2.1. Membership

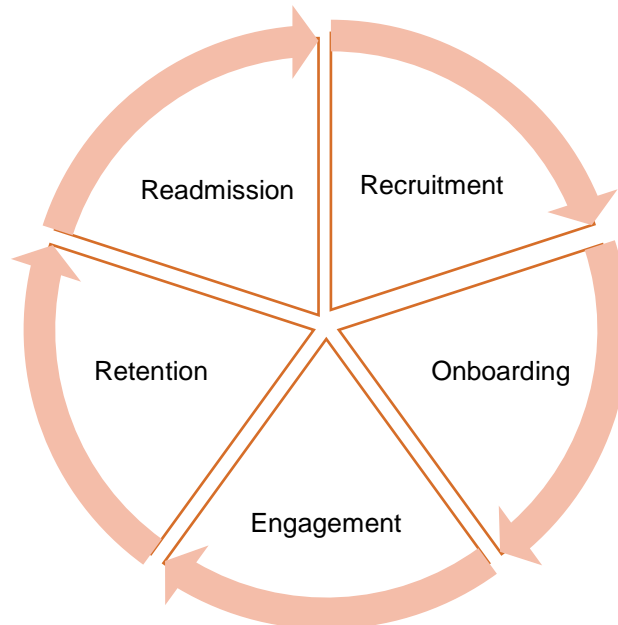
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with the goal to increase Member satisfaction, grow the membership base, and boost the active contribution of Members to the Union's conservation goals.

The roadmap focuses on delivering value to Members in the following three areas:

- **INFORM:** Activities to increase Members' awareness and usage of IUCN's data, analysis, assessments, guidelines, standards and best practices to advance their conservation agendas as well as facilitating Members' contribution to this knowledge;
- **INFLUENCE:** Activities to substantially boost Members' power to influence the conservation agenda, both individually via IUCN's democratic processes and collectively as a Union; and
- **IMPLEMENT:** Activities to improve the opportunities for Members to access the IUCN network, build capacity and to become involved in IUCN's vast portfolio of projects.

In order to achieve the goals and enhance membership benefits, Secretariat will structure its work according to the membership lifecycle shown in Figure 1:

Figure 1: Membership lifecycle



- **RECRUITMENT:** In 2023, the Secretariat, and in particular, the Regional Offices will have a target to grow the number of new IUCN Members with a focus on State and Subnational Government categories. Supporting the recruitment growth, the Secretariat will also:
 - Produce new marketing materials that explain the value of IUCN Membership as well as publish case studies of active Members that have significantly benefited from membership; and
 - Digitalise the Membership application form and admission process.
 - Continue to engage closely with National and Regional Committees to support the recruitment of new Members.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023 for both new Members and new member focal points in existing Members. This will include both a global and regional onboarding session, a Member handbook, a Member directory, a Member calendar of events and a new Member survey. The onboarding process would ideally be supported by the Chairs of the respective National and Regional Committees.
- **ENGAGEMENT:** The majority of the Secretariat's efforts in 2023 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention:
 - As per Council Decision C107/10, the priority in 2023 will be to build and run a digital member zone that engages IUCN Members, Regional and National Committees, Commission Members, Council, and Secretariat staff. The digital member zone will be a safe and trusted online environment where IUCN constituents can connect, collaborate, and create added value for each other. It will complement and support existing in-person activities and IUCN systems. The launch is planned for March 2023.
 - The following non-exhaustive list of structured engagement activities will be provided to Members either exclusively as part of the digital member zone or integrated with it:
 - A new Member digital magazine
 - A revamped Union Digest newsletter

- Member webinars and the ability for Members, Commission Chairs and members, Council members, and Committees to run their own Webinars via the digital member zone
 - Strengthen efforts to mobilise Members on IUCN-led position papers. In 2022, the Secretariat has been socialising IUCN draft positions with Members [through webinars](#) and bilateral engagements. In 2023, these efforts will continue.
 - Consultations with Members (e.g. as part of the 20-year strategic vision effort)
 - Updates on World Conservation Congress Resolutions
 - Capacity building courses for Members (free and discounted)
 - Member briefings on funding opportunities and space for Members to build consortia via the digital Member zone
 - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone. As noted by PPC, Council and Commission Chairs are expected to support this process.
 - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone, via National and Regional Committees and beyond. As noted by PPC, Council and Commission Chairs are expected to support this process.
- **RETENTION AND READMISSION:** Starting in 2023, the Secretariat will enhance the monitoring of the health of IUCN membership via:
 - An annual Member satisfaction survey
 - Exit interviews with Members that leave; representatives of Council and National and Regional Committees would be welcomed to lead or support these interviews.
 - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction, and Member retention. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

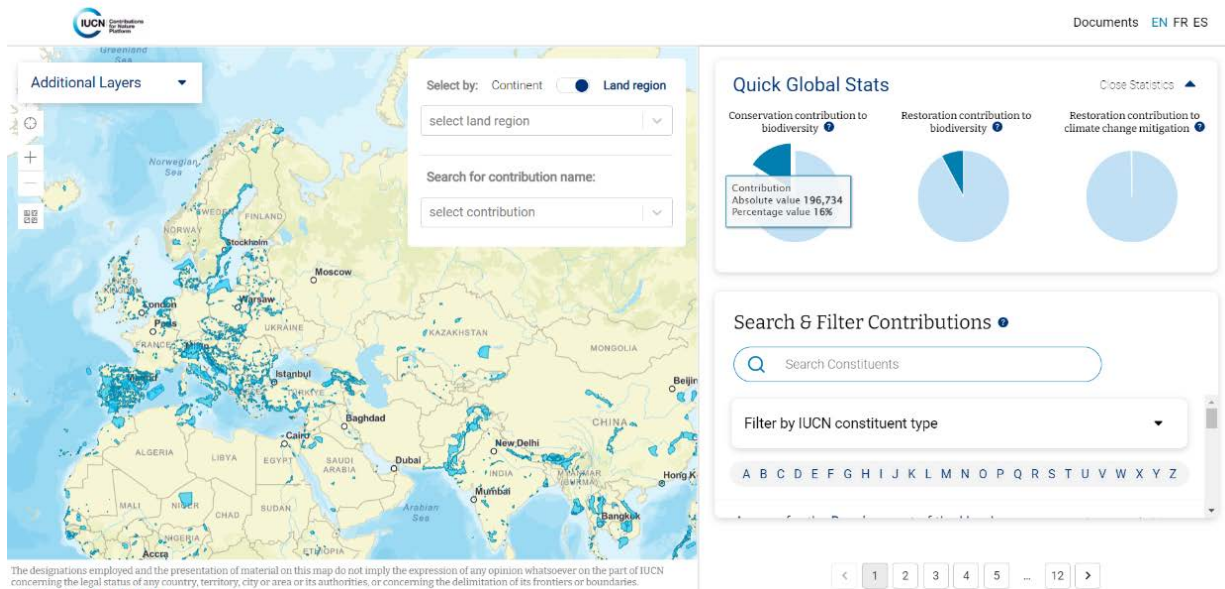
Finally, in 2023, IUCN will celebrate its 75th year anniversary since its establishment in 1948. The Secretariat will engage with interested National and Regional Committees to support various regional efforts in celebrating this milestone. To date, the French National Committee has expressed such interest and in 2023, the Secretariat will continue to engage with the Committee to support the preparations around the celebrations.

2.2. Contributions for Nature Platform

More than ten years ago, IUCN's Council adopted the One Programme Charter, mandating all constituents of IUCN as a Union to contribute towards the delivery of IUCN's four-year Programme. However, putting such a mandate into practice has been easier said than done, above all because of lack of capacity across the Union to report systematically on the IUCN Programme.

With the establishment of the new IUCN Programme Nature 2030 by IUCN Members in the run-up to the 2021 World Conservation Congress in Marseille, Members reinforced the need for the development of a digital, spatial platform to allow IUCN constituents to report on where they are undertaking conservation and restoration actions towards delivery of global goals for nature over the period 2021-2030.

To elevate the issue and enable effective and speedy implementation of this important Union tool, the Director General (DG) launched a strategic initiative: Contributions for Nature Platform, with an Advisory Board which comprised several Members, Council and Commission representatives. Following a 1.5-year process of development and Union consultation, the soft launch of the platform took place at an IUCN State Members reception in Marseille in September 2021; and the public go-live launch of the platform was at the IUCN inaugural Leaders Forum, on 13 October 2022. To date, more than 100 IUCN constituents have documented more than 4,000 contributions, from around 100 countries worldwide; and a number of State Members (e.g, Republic of Korea) and non-state Members (e.g., Birdlife International and WWF) have now reported all their contributions. Through the work of the Advisory Board, we have also ensured complementarity with other peer platforms.



The platform can be accessed on the [IUCN website](#). We've set a stretch target of having 70% of IUCN Members document at least one contribution over the first year of operation of the platform, i.e. in 2023. The DG has also established a Phase II to bolster the documentation of climate change mitigation benefits, drawing from excellent feedback received from the IUCN constituency; as well as extending the coverage of the platform to encompass freshwater and marine environments in subsequent phases, and to build planning tools into the platform, for example, to support national and regional gap analysis.

The maintenance and continued improvement of the Contributions for Nature platform will remain a priority for IUCN in 2023 and beyond, and in particular – for all IUCN Regional offices who are tasked with continued strong engagement with Members throughout 2023 to achieve our targets.

Inclusion of biodiversity metrics on Oceans and Freshwater are planned for Phase III (2023-4); and blue carbon metrics on Oceans and Freshwater as well as on People are planned for Phase IV (2024-5). The intent is that all 5 programme targets are covered in time for the next World Conservation Congress in 2025. This effort is resource dependent and the timeline could be accelerated with additional resources, which IUCN currently does not have.

3. Secretariat work with Commissions

The purpose of this section is to provide an overview of the Secretariat's work with Commissions. Commissions, as a network of experts advancing the Union's institutional knowledge, engage with the Secretariat at multiple levels. A number of additional engagement mechanisms were introduced in 2022 – these mechanisms are intended to improve in 2023 based on ongoing discussions with Commission Chairs and in some cases, Commission Steering Committees as well.

The section covers ways of working and established processes of engagement, administrative and financial support to Commissions, and planned joint activities in 2023 at technical level, in line with IUCN Programme 2021-2024 and the One Programme Charter. This section does not cover the full scope of the Commissions' respective workplans for 2023 and beyond, which is not within the purview of the Secretariat to approve. As per the IUCN Strategic Planning and Reporting Framework, Annex 2 of the [IUCN Council Handbook](#), Commissions are required to submit annual workplans to the IUCN

Council, against which they report on an annual basis. Therefore, the below summary of planned activities in 2023 covers the Commissions-Secretariat joint work only.

3.1. Commissions Support Unit

The Commission Support Unit will continue to support the work of the Commissions by:

- Managing the membership application and admission processes of each commission via the IUCN Commissions Membership System. Between the end of the Marseille World Conservation Congress in September 2021 and 26 October 2022, 13,368 scientific experts have joined or re-joined the Commissions. This compares to 18,694 Commission members recruited during the five years between the Hawaii and Marseille Congresses. During 2023, the focus will be on further increasing the number of Commission members across the 7 Commissions and setting up the application and admission processes for the Climate Crisis Commission.
- Processing the Commissions Operating Funds (COF) for each Commission which includes processing purchase orders, payments, contracts and consultancies according to the Commission Financial Rules. During 2023, the focus will be on enhancing the alignment between these processes within the Commission and Secretariat to enable efficiencies.
- Supporting the Commissions' communications efforts by issuing Commission newsletters and supporting the presentation of the work of the Commissions on the IUCN's website – this work will continue in 2023 including a reflection on the new website and what can be improved. In 2023, the unit will also work with Commissions to develop new and innovative communications materials to ensure the Commissions' work is well recognised within the Union and public space more broadly.
- Facilitating the exchange of best practices between Commissions on Commission member recruitment, engagement, communications, and administration.

3.2. Joint Commission- Secretariat Programme work

Recurring DG-Commission Chairs meetings

The DG has been convening recurring monthly calls with the Commission Chairs. The objective of these calls is to provide a platform to raise any important matters and issues, as well as to monitor progress together on joint initiatives within the framework of Nature 2030.

Engagement architecture

In addition to established technical exchanges between Secretariat staff and Commission members (e.g., between WCPA and the Protected Areas Team), the DG proposed to introduce a strategic level Commission-Secretariat liaison counterparts' architecture with the aim to better integrate the work of the Commissions and ensure issues are dealt with at senior management level. The Commission Chairs have agreed to this proposal during the recurring DG-Commission Chairs meetings. All counterparts of the Commission Chairs are at DG/Deputy DG level, and as such, are also members of the Secretariat's Executive Board. The Executive Board meets on a weekly basis; the minutes are shared with all staff.

Joint scalable initiatives

The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative from the respective Commission and one from the Secretariat. The table below provides a summary of the topics.

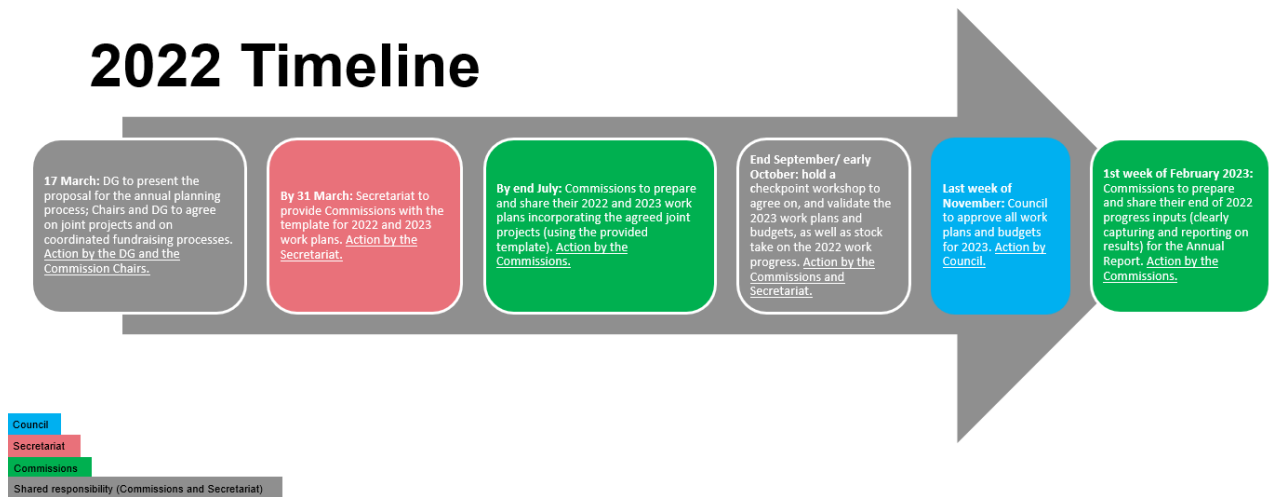
Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
Commission on Ecosystem Management	Red List of Ecosystems Global Ecosystem Typology
World Commission on Protected Areas	Green List of Protected and Conserved Areas

World Commission on Environmental Law	Rights of Nature (see also Resolution section below) Plastics Treaty capacity building
Commission on Environmental, Economic and Social Policy	Re-imagine Justice Conservation Environmental Defenders
Climate Crisis Commission	TBD after COP27

Aligning the planning and budgeting processes of the Secretariat and Commissions

During the March 2022 monthly meeting between the DG and Commission Chairs, it was agreed that there is a need to strengthen the alignment between the planning and reporting processes of these two key IUCN components. Figure 2 below provides a high-level summary of the agreed process. As an outcome of this process, a set of strategic, programmatically aligned priority areas were identified jointly by the Commission Chairs and their Secretariat counterparts; the outline plans of action were co-developed. The priority initiatives are being established either to reinforce or as an addition to ongoing joint Commission-Secretariat collaboration on Programme delivery.

Figure 2: Commissions-Secretariat alignment process in 2022



As part of this process, the Secretariat and Commissions had a planning workshop on 24 October 2022. The Commissions and Secretariat shared with each other their detailed 2023 workplans ahead of the alignment workshop. The workshop covered joint initiatives and priorities for 2023.

The alignment process will be strengthened in the future. The Secretariat will continue to work closely with the Commissions, by further strengthening bilateral engagements to enable effective workshop outcomes and joint planning going forward.

Sub-sections 2.3 – 2.9 below provide an overview of alignment efforts between the Secretariat and each Commission.

3.3. Commission on Ecosystem Management

CEM and the Secretariat have identified three priority initiatives, namely: i) Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET); ii) Nature-based Solutions, and iii) Ecosystem Restoration. Together.

In 2023, CEM and the Secretariat will accelerate the global and/or regional mapping of ecosystem functional types (level 3 and level 4) according to the Global Ecosystem Typology with a view to having this exercise completed well in advance of the next World Conservation Congress. This work will fill key information gaps that will enable global, regional and national baselines to be established for several institutional priorities; including, assessment of risks to ecosystems (through ecosystem red listing), achievement of representative Protected Areas networks (30x30), more accurate natural capital

accounting, more complete target setting for Nature Positive targets and effective implementation of UN Decade on Ecosystem Restoration.

The work on supporting the roll-out and adoption of the NbS Global Standard will continue in 2023. Collaboration will be built around the work of the IUCN International Standard Committee (ISC), developing and providing guidance on the application of NbS including, inter alia, on its role in voluntary carbon markets, use in urban context, etc and further development and collation of case studies.

The Commission and the Secretariat will also work together on advancing Ecosystem Restoration at scale and with an expanded scope of work across different ecosystem types. This work includes the spatial prioritisation processes that explicitly consider landscape context and ecosystem risk assessment. It takes advantage of emerging concepts and state-of-the-art tools, as well as local and regional experts to ensure inclusive conservation approaches are utilized. This work should help guide governments to prioritise restoration at national or sub national level.

3.4. World Commission on Protected Areas

The Secretariat participated in WCPA's planning through the WCPA Steering Committee in-person meeting in May 2022. The exercise identified a number of potential areas for strategic collaboration, and principles for coordination were defined. This joint effort will continue in 2023 to create more synergies in key priority areas.

An overall focus for collaboration is the new global target '30x30' for effective area-based conservation adopted by the Convention on Biological Diversity COP15 in December 2022. Coordinated WCPA-Secretariat activities in this space will be further refined now that the Global Biodiversity Framework has been agreed. Anticipated activities include to:

- Support the implementation of Target 3 by CBD Parties, non-State members and other actors by developing capacity to understand, utilize and implement the technical guidance developed by IUCN and WCPA;
- Develop new technical IUCN WCPA guidance as needed on all aspects of Target 3 and related targets, with an emphasis on effectiveness of protected and conserved area sites and systems;
- Continue to support the identification, recognition and reporting of OECMs that fit the CBD definition, following IUCN guidance;
- Promote the IUCN Green List Standard as a global benchmark for good performance and effectiveness in protected and conserved areas;
- Ensure that all new and ongoing projects developed by the Secretariat and by WCPA on each of the above (30x30, OECMs, Green List Standard) are mutually and clearly agreed in the partnership.

The work on the Green List Standard is a key area of work where the Commission and the Secretariat will strengthen their collaboration. The collaborative work will focus on building capacity for implementation of the Green List Standard with the objective to improve the effectiveness of all protected and conserved areas. As a start, an independent external review of the plan, the governance and management arrangements is underway and the 2023 ambition is to implement the recommendations and fulfil commitments.

3.5. Species Survival Commission

In 2023, SSC will continue to deliver on the **IUCN Species Strategic Plan**, which encompasses the joint work of the Commission, the Secretariat, as well as a number of partnerships, in addition to the mandate of the SSC as adopted by the World Conservation Congress. The work of the Commission is defined in the mandate. Most of the network targets included in the plan – and where joint work between the Commission and the Secretariat takes place – is under the Assess component of the cycle. The Commission works closely with the Biodiversity Assessment and Knowledge team (under the Science and Data Centre), based in Cambridge, among others. Other areas of collaboration which will remain in place in 2023 are collaboration on influencing policy, including CITIES, CBD and CMS amongst other.

The Commission will also continue working closely with the Secretariat (through the Global Communication Unit in Gland and the IUCN Cambridge office) on communications and outreach. This is an area of work that has great growth potential and includes activities such as distribution of print and

digital communication material on specific taxonomic groups, Convention on Biological Diversity (CBD) NBSAPs, media articles, among others.

Finally, the **Red List on Threatened Species™** fundraising is another initiative where the Commission and the Secretariat are working together, led by the Chair of SSC and the DG; this work will certainly be expanded in 2023. This is also in line with implementation efforts around [Resolution 131 - Ensuring adequate funding for the IUCN Red List of Threatened Species](#). These efforts will help identify shared priorities for fundraising and define which strategy to pursue, identify and engage with State Members, Patrons, Philanthropic organisations and the private sector that support the work of IUCN in this field.

3.6. Commission on Education and Communication

In 2023, **#NatureforAll** will remain the key initiative under which the Commission and the Secretariat will work together.

The initiative will i) continue raising awareness of nature and its important values, ii) help shift human priorities to empathy, care and connectedness with nature, iii) inspire opportunities for all people to experience and connect meaningfully with nature, and iv) grow a cohesive community of shared commitment and action worldwide, and vi) will supporting greening the education system at many levels – from curriculum to outdoor school yards. In 2023, we will continue to deepen our collaboration around green school grounds and outdoor learning based on funding received from the Robert Wood Johnson Foundation. This will be a key element of the #NFA for the next 2 ½ years.

The **IUCN Youth Strategy**, which aims to embed young people's perspectives, inclusion and empowerment in all parts and at all levels of the Union, is also a space for joint work between the Commission and the Secretariat. Implementation of the Strategy will aim to allow young professionals to meaningfully contribute to IUCN's vision of a just world that values and conserves nature and draw on the rich experiences and knowledge of IUCN Members, Commissions and the Secretariat. Youth engagement is also an area of focus for some other Commissions, and the Secretariat and CEC will work together to continue identifying opportunities in this space.

Both #NatureforAll, as well as youth engagement and intergenerational partnerships fundraising efforts are supported by the North America Regional Office.

Finally, the Digital Member Zone is the flagship joint work which is currently advancing fast in the procurement phase and should soon see progress and advancement in early 2023 (see more above, under section 1. Membership).

3.7. World Commission on Environmental Law

In 2023, WCEL and the Secretariat will enhance their cooperation on two joint projects: 1) **Rights of Nature**, building on a 2012 IUCN Resolution: *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* (see section below on Resolutions); and 2) **plastic pollution**, building on the 2022 UNEA5.2 launch of negotiation for a Plastic Pollution Treaty.

The main objective of the Rights of Nature project is to explore key questions on Rights of Nature and support expert dialogues and experience sharing on the concept's implementation. A WCEL task force, with Secretariat participation, was recently created to support the initiative. With regards to the Treaty to address plastic pollution, the first formal meeting of the Intergovernmental Negotiating committee towards that Treaty will be taking place in Uruguay at the end of 2022 and both the Commission and the relevant Secretariat Units (e.g. Ocean Team, under the Centre for Conservation Action) are very keen to explore areas of collaboration in supporting the development of a legally binding instrument on plastic pollution, including in the marine environment. This work will focus on clarifying the legal design, principles and objective of the agreement, as well as enhancing the overall legal capacity of States and the Secretariat.

In 2023, WCEL will continue its collaboration with the IUCN Environmental Law Centre in Bonn (see point 4g of WCEL Mandate 2021-24 as adopted by e-vote prior to Congress in February 2021), in particular working jointly on a publication on the outcomes of the WCEL Conference that took place in Paris in 2021. The publication will have a focus on legal indicators to measure the effectiveness of environmental law.

Finally, in 2023, WCEL plans to support the development of Multilateral Environmental Agreements (MEAs) with its expert knowledge by enhancing legal and negotiating capacity within the IUCN Secretariat and with partner organisations. This applies in particular to the following areas: climate change (UNFCCC and Paris Agreement), biodiversity (CBD), water law (World Water Forum), and ocean law (UNCLOS).

3.8. Commission on Environmental, Economic & Social Policy

As part of the 2021 IUCN Congress, CEESP launched **Reimagine Conservation** to promote a culture for conservation and care for the planet. Reimagine Conservation is a movement, people-centered and built from the bottom-up which challenges the status quo, listening to diverse audience and reimagining a new way of caring and protecting the planet and each other.

CEESP's work (to deliver on its mandate) includes collaboration with many Secretariat Units, particularly under the Centre for Society and Governance, Regional offices and the IUCN International Policy Centre. In 2023, more collaboration is also expected as CEESP starts looking at other aspects of reimagining conservation such as, economies, stewardship and policy. Collaboration between CEESP and the Secretariat can take many forms, and further bilateral engagements are required to refine those.

For instance, under the banner of Reimagine Justice, the Secretariat will be supporting the objective of *“advancing evidence-based dialogue and practice related to human rights and conservation to transform how conservation is done with people, elevating the social impacts to protect the planet”* through its work around governance and environmental defenders. More specifically, in 2023 the Regional Office for Mexico, Central America and the Caribbean (ORMACC) will be working with CEESP to move forward the Geneva Roadmap related to the protection of Environmental Defenders, among others. This work fits very well with the Centre for Society and Governance goal of using conservation as a pathway for good governance through i) mainstreaming governance elements into biodiversity conservation, and ii) expanding IUCN's areas of work directly related to governance and human interface.

3.9. Climate Crisis Commission

The establishment of the Climate Crisis Commission is under the purview of the IUCN Council. Acknowledging the need to move quickly on this matter, as requested by Members and in the preparation for UNFCCC COP27, the Council approved the interim Steering Committee of CCC shortly before the time of submission of this document to IUCN Council; it was noted that this is an interim Committee and there are issues with its composition which will be ironed out in Q1 of 2023. The CCC ISC is in the process of developing a draft mandate for the CCC, which will be presented to Council for approval.

As the work progresses, and following the upcoming milestone in the face of COP27, the Interim Chair of the CCC will work closely with his counterpart in the Secretariat (DDG Programme) to define the key synergies, joint activities and priorities for 2023, for submission to Council.

4. Resolutions

IUCN's global policy objectives are driven by Members-approved IUCN Resolutions (addressed to IUCN directly) and Recommendations (addressed to third parties) at each IUCN World Conservation Congress. At the 2021 Congress in Marseille, Members adopted 137 Resolutions and Recommendations, out of which 121 are Resolutions, with a wide range and variety of scope, ambition, level of effort required for implementation and geographical focus, amongst other characteristics. The below table highlights the number of Resolutions requiring action by each relevant IUCN component. It is important to note that some Resolutions call for action from multiple components.

IUCN Constituency	Marseille Resolutions Requirements
Council	12 Resolutions and 3 Congress Decisions
Commissions	69 Resolutions
DG and Secretariat	81 Resolutions and 2 Congress Decisions
Members	101 Resolutions

IUCN Resolutions are the core work of IUCN and all of its components, as they are the direction provided from the Members to the Council, Commissions, and Secretariat. . It is imperative they are implemented effectively to ensure the Union's work is relevant, i.e. passing an IUCN Resolution should have a consequential meaning current and potential Members as well as external stakeholders, partners and beyond. 2023 will be the first or second formal year of implementation of the Marseille Resolutions (as many of the Marseille Resolutions were adopted online in 2020). To enable better planning for and effective implementation, the Secretariat is conducting an assessment of the required level of effort (human and financial resources) to implement all Resolutions in an impactful manner.

As per the Strategic Planning and Reporting Framework found in the [Council Handbook \(Annex 2\)](#), the Secretariat is preparing a Resolutions and Recommendations Report for submission to Council by 15 November 2022 (i.e. 2 weeks prior to Council 108A). That report contains the detailed status update on 2022 progress on implementation, as well as an analysis of the cost of implementation for IUCN. Therefore, the purpose of this section in the 2023 Workplan is to provide an initial, high-level understanding of the required activities in 2023 – of Members, Commission members and the Secretariat – to implement the Marseille Resolutions in a just and appropriate manner.

Some Resolutions can and are being implemented through the project portfolio. This is achieved by the Secretariat integrating the asks of a relevant Resolution into donor-funded project activities. This is possible thanks to the nature of IUCN's portfolio which pursues a programmatic approach, responding to the IUCN Programme 2021-2024: Nature 2030.

This is not, however, the case for the majority of the Resolutions. The estimated level of effort for some of the Resolutions (e.g. *WCC-2020-Res-116-EN Develop and implement a transformational and effective post-2020 global biodiversity framework*) demonstrates the need for extensive fundraising to enable meaningful implementation – by IUCN Members, Commission members and the Secretariat¹.

Many Resolutions from past Congresses remain valid and under implementation today, have stalled completely or their implementation was never triggered. An example of this is a Resolution from the Jeju Congress of 2012. Resolution *WCC-2012-Res-100-EN: Incorporation of the Rights of Nature as the organisational focal point in IUCN's decision making* is only now turning to implementation, thanks to a joint Secretariat-World Commission on Environmental Law (WCEL) project, launched by the DG and Chair of WCEL. The work is in its inception phase and will proceed to implementation in 2023.

In 2023, all Resolution focal points will be requested to continuously analyse the status and cost of implementation of their respective Resolutions.

For more information on the Union's work on Resolutions, please refer to the Secretariat's report on the [Progress in the implementation of Resolutions and Recommendations adopted at the World Conservation Congress in Marseille, 2021](#), submitted to Council on 15 November. This report is delivered in accordance with IUCN's rules and procedures – see the Planning and Reporting Framework, Annex 2 of the Council Handbook.

5. State of the project portfolio

5.1. Overview

In 2023, the Programme Performance Monitoring and Evaluation Unit (PPME) will roll out: 1) updated project management and approval guidelines; 2) strengthened and improved IUCN Theory of Change; 3) a results architecture and master data management in the Project Portal for the operationalisation and consolidation of IUCN Results Framework and its performance story-telling. The Project portal will see the addition of results planning and monitoring modules for standardised results and indicator input and aggregation, providing projects with Reference Outcomes and an IUCN Indicator Catalogue to provide high quality standard data. Other enhancements are underway and planned, and the combination of system upgrades and increased capacity is putting IUCN in a position to manage its performance and assurance function globally, and ultimately strengthen its capacity to capture its relevance, efficiency, effectiveness, sustainability and impact.

In 2023, the value of the project portfolio will continue its upward trend compared to previous years increasing from CHF 824m to CHF 925m (see Figure 3 below). This amount is broken down into two

¹ See Part II: Budget, Section 2.1. Statutory objectives

types of projects, namely the B and the C lists projects. The B List refers to all projects that are under negotiation with donors (or “proposal” status per IUCN’s Project Guidelines and Standards). The C List refers to projects that are under implementation (or “contract” status per IUCN’s Project Guidelines and Standards). The C List represents a total of 275 projects for a total value of CHF 710m. The 2023 pipeline (B List) includes 122 projects for a total value of CHF 215m.

Figure 3: Project Portfolio Value

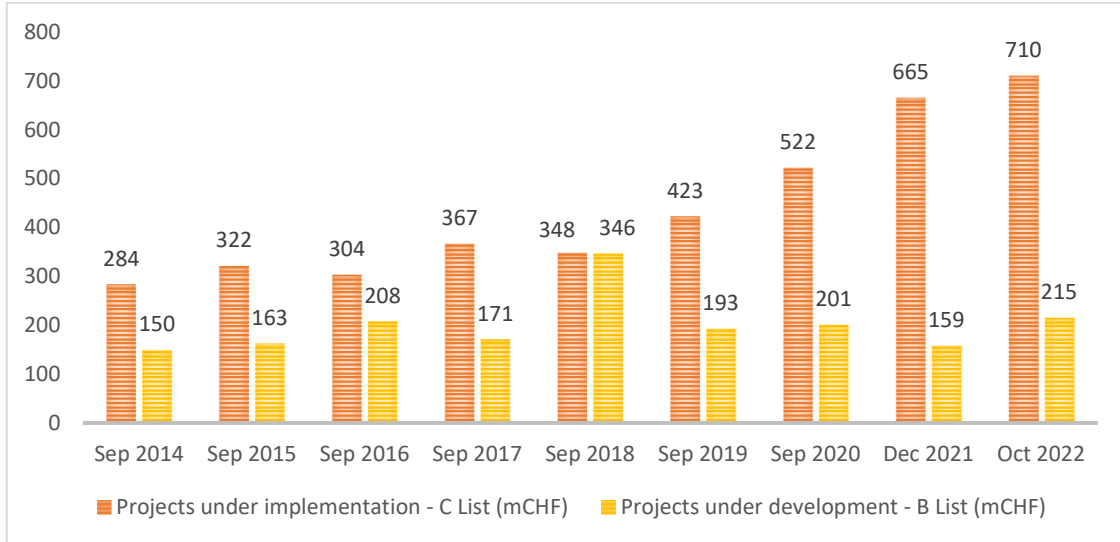


Table 1: Basic portfolio information for C and B List projects 2022-2023

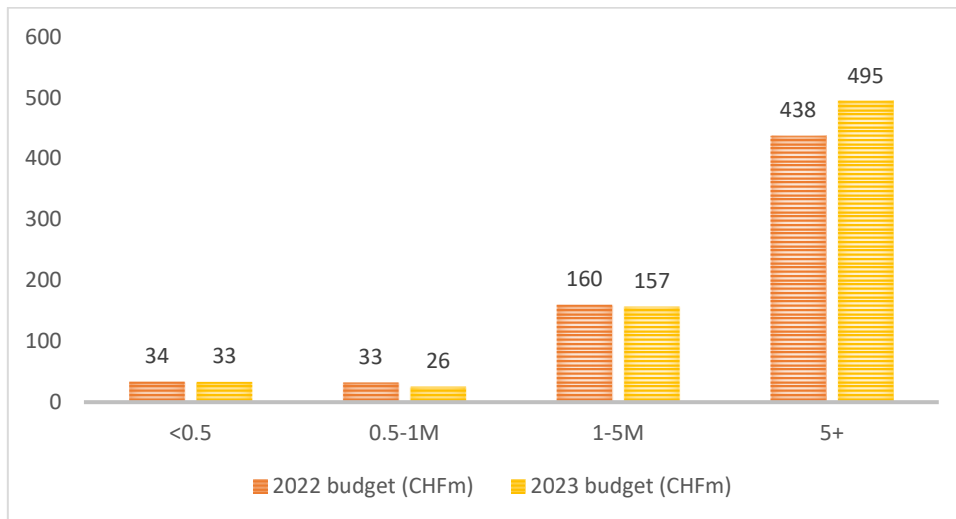
	C List ²		B List ³	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

As presented in Figure 4 below, projects under CHF 5m have slightly decreased (from CHF 227m to CHF 216m), while the overall value for projects over CHF 5m continue to increase for 2023 (from CHF 438m to 495m). This demonstrates IUCN’s ability in securing funding for large scale projects.

² Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

³ Based on annual budget data for B List projects, only restricted funding.

Figure 4: Portfolio value per project size in 2022 and 2023 for C list (mCHF)



IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (Figure 4). Of the 2023 budget, two thirds (66.1%) are allocated at the national level, while the last third is distributed equally between the global and the regional levels (around 17% each). This distribution shows the ability of IUCN to implement activities from the ground all the way up to the global level.

Table 2: 2023 Budget by location for C List and B List factored-in projects

Level	2023 Factored contract amount (mCHF)	%
National	90.5	66.1%
Regional	23.6	17.3%
Global	22.8	16.7%
TOTAL	136.9	100%

5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 33% of the budget. A large majority (93%) of the 2023 portfolio is therefore funded by Multilateral and Government donors with high accountability requirements, which calls for maintaining a good performance on the Programme, while continuing the strengthening of the organisation globally.

Table 3: Portfolio value and share for C List projects 2022-2023

Donor type	Sum of Total Contract Amount 2022 Budget (mCHF)	%	Sum of Total Contract Amount 2023 Budget (mCHF)	%
Multilateral Organizations	349	52%	429	60%
Governments	247	37%	233	33%
Foundations	39	6%	22	3%
Private	14	2%	12	2%
International NGOs	12	2%	11	2%
National NGOs	3.7	1%	2.8	0%
Academic	0.13	0%	0.1	0%
Total	665	100%	710	100%

In 2023, three quarters (75%) of the total C List budget is supported by the top 10 donors presented in the table below. The top three are multilateral donors (The Green Climate Fund (GCF), the European Commission (EC) and the Global Environment Facility (GEF) which together fund 45% of the total C List budget for 2023.

Table 4: Top 2023 donors - C List

Donor	Acronym	2023 Budget (mCHF)
Green Climate Fund	GCF	20.8
European Commission ⁴	-	17.0
Global Environment Facility Trust Fund	GEF	15.4
Kreditanstalt für Wiederaufbau	KfW	13.3
Agence française de développement	AFD	5.8
US Agency for International Development ⁵	USAID	4.9
United Nations Environment Programme ⁶	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme ⁷	UNDP	2.6
The Royal Commission for AIUla	-	1.9

5.3. Project typology

In 2022, the Secretariat initiated a review of its project portfolio typology to respond to both opportunities and challenges stemming from its current operating model and the growth of the portfolio in number, size, donor type and intervention type, as well as the long-term vision of the 2021-2024 Programme: Nature 2030. The review looked holistically at different types of projects managed by the Secretariat and implemented – in many instances – through IUCN Members and Commission members (who are often hired on projects as experts, with remuneration), and identified the synergies and differences in terms of processes, methodology, skills, competencies, activity type and financial models among others.

A typology of projects, including underpinning requirements, were derived from the review and introduced in the annual planning and monitoring cycle of the Secretariat. This revised typology will help IUCN develop a fit-for-purpose model and deliver the programme in a competitive and financially viable way in the future (speed, knowledge, quality, effectiveness, etc.).

This section provides a high-level summary of the project typology and associated portfolio values.

Definitions

Executing role: IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirements from the donors or the organisation in the implementing role.⁸

- Grant making – as a sub-category of Executing role

Grant-making is an important delivery mechanism when IUCN is in an executing role and the portfolio of grant-making projects is expected to continue growing in 2023. Through the incremental development of grant-making programmes, IUCN has become a competent and experienced manager of grant-making facilities, and many lessons learned have been adopted over the years. This has improved IUCN's reputation, knowledge and skills base. However, there is not yet a systematic collection of grant-making data, nor a global IT solution available. That is why in 2022, IUCN started to develop a portfolio-funded Global Grant Management Portal to provide an effective IUCN-wide solution for delivering a grants management platform. The global portal is expected to provide a solution to

⁴ Includes contributions from DG Development (CHF 7.2m), EuropAid (CHF 5.6m), European Commission (CHF 2.7m), DG Environment (CHF 0.9m), and DG Research and Innovation (CHF 0.5m).

⁵ Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

⁶ Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

⁷ Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

⁸ Grant-making is one of the key delivery mechanisms as an executing role.

replicate and adapt the necessary building blocks relevant for each grant-making facility managed by IUCN, at minimum costs for each grant-making.

Implementing role: IUCN is responsible for the oversight of project execution performed by other entities and accountable to the funds on the delivery of the project. IUCN receives money directly from the donor and is responsible for disbursing funds to executing partners.

Service level agreement: Service Level Agreements are projects set up to deliver a service to meet the objectives of a client in exchange for consideration (payment). The client, together with IUCN has defined the scope of work and outcomes. Private sector engagement could fall under this typology.

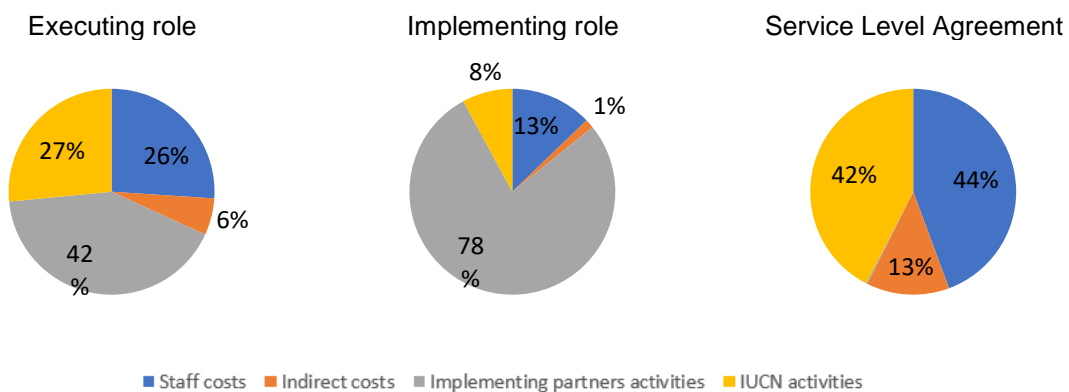
Portfolio distribution by project type

The ventilation of the budget expenditures across the IUCN project typology demonstrates the importance of the executing role that IUCN plays. It represents more than two thirds (67%, CHF 78.7m out of 117.8m) of the 2023 budget for C projects while the implementing role accounts for approximately one third (32%, CHF37.8m out of 117.8m).

Table 5: 2023 budget expense types for C and B projects per project typology (mCHF)

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2023 Total
C	25.9	5.3	62.2	24.4	117.8
Executing role	20.5	4.6	32.8	20.9	78.7
Implementing role	4.8	0.5	29.4	3.0	37.8
Service Level Agreement	0.6	0.2	0.0	0.6	1.3
B	6.2	1.3	6.0	5.6	19.1
Executing role	5.3	1.1	4.4	5.3	16.2
Implementing role	0.3	0.0	1.6	0.1	1.9
Service Level Agreement	0.6	0.1	0.0	0.3	1.0
Grand Total	32.2	6.5	68.2	30.1	136.9

The following figures show 2023 budget allocations per expense type and project type for C projects:



The figures show that even when IUCN plays an executing role where it directly executes activities, a significant proportion (42%) of the resources goes to support partners in the execution of project activities and achievement of results.

When IUCN plays an implementation role, most of the activities are implemented by partners (78% of the budget) and IUCN provides the oversight and coordination support. While IUCN is well positioned to play this implementing role, capable of reaching out to the wider Union, there is a need to further develop and improve the infrastructure, processes, oversight and M&E as well as other key skills to successfully deliver this role. It is expected that this portfolio grows at a fast rate in future years and we need to prepare for this growth.

Overall, for 99% of the 2023 budget for C projects, IUCN plays either an implementing or executing role, where a significant proportion of the budget is disbursed to executing partners which include a large portion of IUCN Members, including both State and non-state Members.

While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission members' involvement in portfolio delivery, our current data demonstrates that for 2023, out of the 275 active projects, engagements with IUCN constituencies result in 319 unique partnerships for Programme and project delivery (incl. 264 with Members, 46 with Commissions and 9 with National Committees). A total of 133 different Members are involved in 116 projects (out of 275). Commissions are involved in 33 projects. Note that these estimates exclude membership and Commission engagement through grant-making and does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

The following tables provide the distribution of member types engaged through the portfolio by type and by region. It is important to note that in order for an organisation (Member or not) to be involved in the design, management and implementation of IUCN donor-funded projects, they must go through a due diligence process and meet specific donor requirements to be eligible. This is to ensure that all stakeholders have adequate organisational capabilities for managing performance and providing a sufficient level of assurance. Through the IUCN Academy, the Secretariat intends to work towards increasing the capacity of Members to engage in these projects. This is part of IUCN's membership value proposition.

Table 6: Member distribution by type

Member type	Distribution
Affiliates	2.61%
Indigenous people's organisations	2.94%
Non-governmental organisations	40.20%
State govt. agencies, political	54.90%

Table 7: Member distribution by region

Member type	Distribution
Africa	15.14%
East Europe, North and Central Asia	2.84%
Meso and South America	20.82%
North America and the Caribbean	6.62%
Oceania	2.21%
South and East Asia	38.49%
West Asia	3.15%
West Europe	11.36%

5.4. Programme Areas

Key institutional thematic priorities, as outlined in the Nature 2030 Programme and programmatically focused Resolutions will continue be delivered through a combination of measures available to the Union. This includes the IUCN project portfolio, Commission activities (including Commission – Secretariat collaboration as described in Section 2), work of National Committees and individual members.

With respect to 2023, these priorities will include, among others, taking Nature-based Solutions to scale, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, promoting and accelerating the delivery of 30x30, applying the Global Ecosystem Typology framework to key ecosystem types such as mangroves, continued work with IUCN's Indigenous Peoples members on issues such as the [Task Force on Nature-Related Financial Disclosures](#) (TNFD), inclusive climate

and conservation finance and the implementation of several IP focused Resolutions. In terms of the global policy agenda, we will build on the outcomes of the upcoming UNFCCC and CBD Conference of Parties. With regard to UNFCCC, the Governments of Egypt, Germany and several other founding members, including IUCN, intends to take advantage of to the of launch ENACT (Enhancing Nature-based Solutions for Accelerated Climate Transformation). The partnership aims to spur ambitious commitments and action in 2023 and beyond, to more coherently address the interlinked global crises of biodiversity loss and climate change through the promotion, mainstreaming and deployment of Nature-based Solutions at scale. With regard to CBD, IUCN will continue to position itself as a trusted partner for the implementation of the Global Biodiversity Framework, in collaboration with IUCN government and NGO Members, through participation in the meetings of the subsidiary bodies of the Convention and technical assistance to Parties through IUCN's Regional offices, collaboration with Commissions and beyond.

In 2023, there are also a number of international events which will help us strengthen IUCN's work and deliver programmatic and Resolution priorities around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively. In addition, negotiations towards a binding agreement on Biodiversity Beyond National Jurisdictions (BBNJ) under UNCLOS are underway, and IUCN – through its Ocean team and WCEL – will continue to follow these negotiations in 2023. The Secretariat is also working closely with WCEL on supporting the preparations towards a new UN Plastics Treaty (see Section 3.2 above).

Knowledge generation and new analysis will also be generated, guided by relevant Resolutions, for example on Synthetic Biology and the impacts of biomass fisheries.

A more detailed description of the planned work in 2023 against the Programme impact targets is provided below:

Programme Area	Impact Target	Planning for 2023
PEOPLE	Impact Target 1: Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	<ul style="list-style-type: none"> - IPs and LCs leadership's influence in relevant regional and international environmental policy decision-making processes and spaces strengthened - Transform inclusive conservation knowledge and lessons, including indigenous knowledge, into demonstration models that expand support and advance the field of IPLC-led conservation - Gender-based violence in environment and climate revealed and addressed in key sectors, with emphasis in forest sector - Women's participation, including indigenous women's, in climate related decision-making processes enhanced through national gender & climate change action planning
	Impact Target 2. Equitable and effective governance of natural resources at all levels to benefit people and nature	<ul style="list-style-type: none"> - IPs young leaders, both men and women, directly engaged in advocacy for legal recognition of governance structures schemes for collective management of natural resources, such as territorial councils, council of elders, others - Integrate a rights focus (RbA) into IUCN's programming with emphasis in gender, youth and climate related projects
	Impact Target 3. Enhanced realisation and enforcement of the environmental rule of law	<ul style="list-style-type: none"> - Develop strategies to address legal and administrative barriers to the implementation of substantive and procedural environmental rights in furtherance of the environmental rule of law - Assess national biodiversity laws and strengthen institutional capacities to improve a rights-based approach towards conservation of nature and natural resources - Promote inclusive participation of non-traditional stakeholders, local communities and IP in environmental decision-making and implementation - Enhance knowledge of national administrative and judicial authorities to procure the consideration of nature in conflict resolutions - Promote the inclusion of a rights of nature approach in the implementation of IUCN initiatives, and projects
LAND	Impact Target 1. Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	<ul style="list-style-type: none"> - Translate targets agreed at COP15 (particularly those on integrated spatial planning, restoration and protected and conserved areas) into implementation across IUCN programme portfolio - Green List Development Plan rolled out to develop a further 20 jurisdictions and a portfolio of 800 candidate sites for assessment in 2023 - 30x30 implementation strategy rolled out across IUCN regions together with a resource mobilisation strategy. - Initiate new investment for BESTLIFE2030 in the Europe Overseas countries and territories - Commission the Forest Landscape Restoration Hub EUR 20m facility

		<ul style="list-style-type: none"> - Prepare the two GEF 8 Integrated Programme submissions for the Indo-Malayan and Meso-America Critical Forest Biomes - Formulate a revised grant-making strategy, with enhanced IT infrastructure and grants management
	Impact Target 2. Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	<ul style="list-style-type: none"> - Develop finance pathways that increase the flow of public and private investments into sustainable land management strategies, including NbS - Knowledge and tools made available for decision makers to ensure economic, social and environmental values are considered in land use planning processes - Farmers and farmer organisations (including IPLCs) equipped to have meaningful dialogue on sustainable land management strategies and engaged in global, regional and local policy and investment processes
	Impact Target 3. Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	<ul style="list-style-type: none"> - Measure and communicate the benefits of nature and biodiversity protection at an urban level - Strengthen IUCN's work with city shapers and bridge the gap with local communities, to ensure citizens are involved in shaping neighbourhoods and contributing to greener and healthier cities - Address societal and environmental challenges in cities by means of IUCN's knowledge products to monitor ecological performances and implement sustainable development strategies at an urban level - Promote long-term urban economic growth related to green economies and green-collar jobs
WATER	Impact Target 1. The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	<ul style="list-style-type: none"> - Circa 20,000 freshwater species 'Area of Habitat' maps produced and incorporated into STAR and Circa 20 KBAs identified for Lake Tanganyika - Comprehensive assessment of freshwater fishes (c. 18,000 species) published on IUCN Red List - Global analysis of the status of freshwater fauna (using IUCN Red List data) - New Ramsar Engagement Strategy initiates regional learning and exchange programme between Parties to the Convention for restoration - IUCN led Transboundary Diagnostic Analyses/SAPS deliver new knowledge for transboundary governance and investment
	Impact Target 2. Equitable access to water resources and all associated ecosystem services are secured.	<ul style="list-style-type: none"> - Water leadership programme launched empowering young people in water governance and management; guidance for meaningful inclusion of youth and youth associations in IUCN water projects tested and published; youth support for UNWater 2023 - National water policy dialogues on nature-based solutions and climate initiated - Expand portfolio of NbS for water and agriculture in MENA then across regions including NbS water partnerships developed

	Impact Target 3. Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	<ul style="list-style-type: none"> - Range of hydrodiplomacy knowledge products published - Transboundary water sharing agreements developed for States supporting multilateral finance mobilisation - Transboundary waters benefit sharing processes initiated between States to improve cooperative governance and river basin management; expansion into integrated landscape management in 2023. - Water stewardship programme developed working with corporate partners to improve water, biodiversity and land management outcomes
OCEANS	Impact Target 1. The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	<ul style="list-style-type: none"> - Support the establishment of institutional and legal mechanisms to manage coastal and ocean seascapes within two key systems (BBNJ and GBW). - Advance use of tools (including IBAT, KBAs, and Green List) for the protection and conservation of large seascapes. - Establish restoration accelerator hubs for mangrove ecosystem restoration and conservation in the Western Indian Ocean through policy enhancement, capacity building and monitoring
	Impact Target 2. Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	<ul style="list-style-type: none"> - Integrate NbS in into Blue Economy in two key sectors and promote in at least one IUCN region. - Ensure the recognition of protected areas as an integral component of the sustainable use of marine natural resources and highlight globally through IMPAC 5, and the treaty on biodiversity beyond national jurisdiction (BBNJ) - Secure seed investment to integrate nature and finance into coastal green-grey infrastructure for the blue economy (BNCFF BCAF)
	Impact Target 3. Ocean and coastal processes are maintained as a key foundation for planetary stability.	<ul style="list-style-type: none"> - Engage and contribute to the UNEA resolution 5/8 on establishing the OEWG science-policy panel in relation ocean and coastal pollution (plastics, ocean multi-stressors) - Build national capacity for negotiating internationally legally binding instrument on plastic pollution in at least five countries in Africa
	Impact Target 1. Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change.	<ul style="list-style-type: none"> - Support building resilience on the ground through NbS, including through the coordination and implementation of the Global EbA Fund (at least 50 new projects representing approximately USD12,500,000 in funding committed in 2023) - Convene and galvanize the resilience community to incorporate NbS in their adaptation strategies and actions - Strengthen ongoing collaboration with the UNFCCC and constituted bodies to help IUCN position itself as a leader on NbS for adaptation and resilience, including through embedded initiatives with the High-Level Climate Champions on the road to COP28

CLIMATE	Impact target 2. Countries scale up Nature-based Solutions to reach climate mitigation targets.	<ul style="list-style-type: none"> - Guide private sector investment in NbS for net-zero targets, including with the Publication of Guidelines on the use and implementation of NbS for corporate net-zero targets, a state-of-the-art report which will build consensus and best practice guidance on the use and deployment of NbS for carbon offsetting - Inform IUCN engagement with extractive industries by contributing to the operational framework and agreements as applicable. Develop sectoral case studies with private sector highlighting their utilising Nature-based-Solutions - Support ambitious NDC design and implementation, including through dissemination of best practices and recommendations for measures and design - Influence global policy on carbon emissions, including through strengthening ongoing collaboration with carbon fund mechanisms and standards, the UNFCCC and constituted bodies such as the Marrakech Partnership Land Use Group, and positioning of IUCN on Article 6 dialogues on the road to COP28 - Support the acceleration of a global energy transition and divestment from oil/gas including through supporting best practice decarbonization strategies and aligning with biodiversity safeguards (commitments and compliance) - both state and private sector. Working with Members and private sector to support increased equitable access of renewable energy to disadvantaged communities. - Support renewable energy best practices (onshore, offshore, wind and solar) to reduce negative impacts on nature, and local communities including through development of guidance, utilisation of IUCN knowledge tools and communication of case studies - Support the sustainable sourcing of raw materials and recycling of infrastructure in the renewable energy sector.
	Impact target 3. Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	<ul style="list-style-type: none"> - Production of the first State of NbS Report through the coordination of the ENACT Partnership, together with the COP27 Presidency and Germany, to build coherence across climate change, biodiversity loss, and ecosystem degradation policy agendas. - Publication of key knowledge products on NbS for Adaptation & Resilience, including: (1) handbook on forests for Eco-DRR; (2) joint WHO-IUCN report on NbS, Climate and Health; (3) new global mangrove restoration guidelines with the Global Mangrove Alliance; (4) NbS for Humanitarian Action Guide with FEBA Humanitarian Working Group

The 2023 budget continues to underpin the delivery of the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate.

As for 2022, Land accounts for the largest portion with 42% of budget allocations for 2023. The rest of the 2023 budget is distributed fairly equally across the 4 other Programme Areas (from 9% in Oceans to 18% in People). The proportion of the yearly budget for each Programme area is very similar to that of 2022, demonstrating a strong Programme continuity. Only small variations can be noted in Oceans and Climate that respectively accounted for 12% and 14% of the 2022 budget, while they now represent 9% and 15% of the 2023 budget. This is largely due to lag in project conversion rates.

Figure 5: 2022 and 2023 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in. (mCHF)

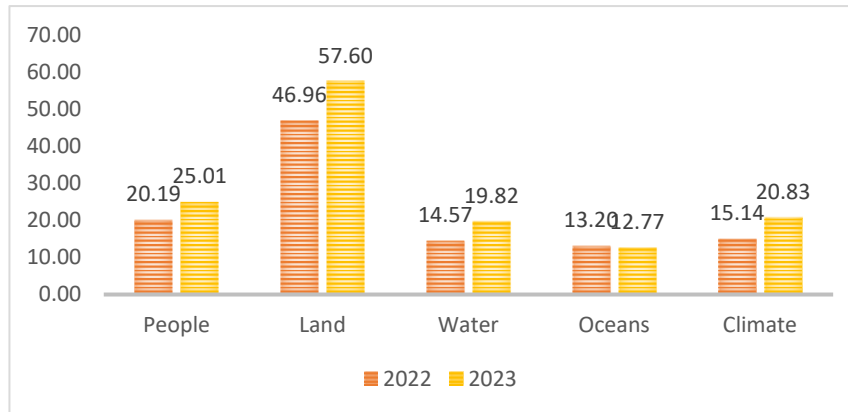


Table 8: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	14.39	10%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.75	2%
Sub-total People		25.01	18%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	46.83	34%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	9.92	7%
	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.85	1%
Sub-total Land		57.6	42%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.28	2%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	7.87	6%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.67	6%
Sub-total Water		19.82	14%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.40	3%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.28	5%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	2.09	2%

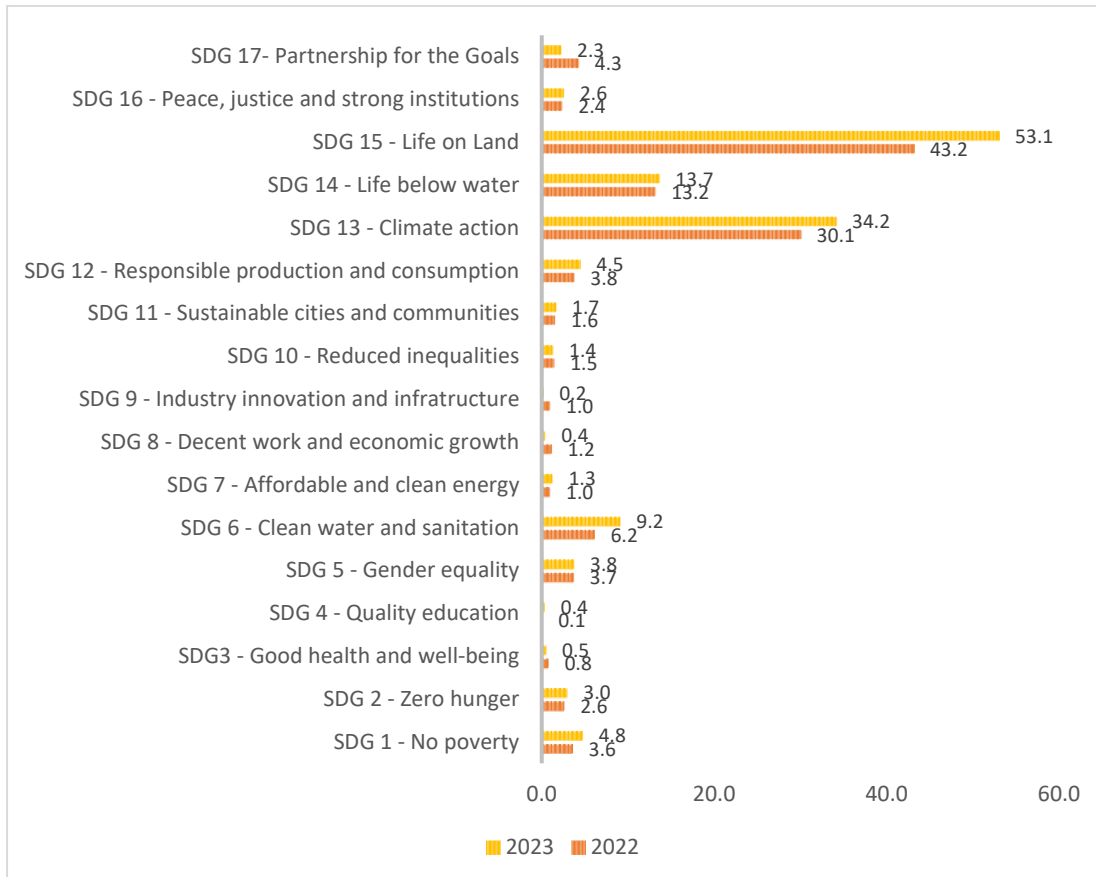
Sub-total Oceans		12.77	9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	13.92	10%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	4.77	3%
Sub-total Climate		20.83	15%
Programme Support		1.10	1%
TOTAL		137.13	100%

Table 8 provides 2023 budget allocations for each programme area and its respective impact targets.

5.5. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2023 IUCN budget allocation to the SDGs is similar to the one for 2022, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 39% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 25% of all project portfolio budget⁹. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

Figure 6: 2022 and 2023 budget allocation per SDG (mCHF)



⁹ Note: mapping of the portfolio onto the SDGs is done as a separate exercise to the one done on Nature 2030 Impact targets and programme areas. Both exercises serve their purpose and address the methodological challenge of having some programme area cross-cutting to others.

6. IUCN Programme Portfolio and Risks Management

Risk reporting is embedded in IUCN's strategic planning and monitoring cycle to ensure that relevant risk information is available across all levels of the organisation in a timely manner and to provide the necessary basis for risk-informed decision-making. For project and portfolio risks, reporting is carried out quarterly. Unit and corporate risks reporting is done twice a year and is embedded in IUCN's strategic planning and monitoring process through the work of all units and the Risk Committee.

The following table summarises the main risks that stemmed from the 2023 strategic planning and 2022 monitoring cycles which are specific to the IUCN portfolio. It includes the ongoing and future mitigation measures.

Risks	Mitigations
Shift in funding: Donor may redefine their funding strategy towards IUCN due to: <ul style="list-style-type: none"> - Geopolitical events in Eastern Europe - Global economic trends 	i) Portfolio alignment / adjustment based on changes in funding priorities. ii) Increase value proposition on unrestricted to attract more funding iii) Focus on high quality project outputs and "tell the story" better, by using hard data, to secure funding iv) Strategic initiative targeting areas with less stagflation or humanitarian funding sources v) Regular interactions with IUCN's key donors on their funding priorities and foreseen shifts/cuts vi) Diversify funding strategically, targeting funding streams less impacted by current economic trends.
Portfolio pipeline: Misalignment of pipeline with programme due to: <ul style="list-style-type: none"> - Un-balanced mix of projects - approval of projects that are not fit for purpose or in areas where IUCN has limited business capabilities - Unsustainable portfolio growth 	i) Pipeline structure review ii) Measuring performance to ensure that projects are collectively meeting the IUCN Programme portfolio strategy iii) Analysis to rebalance portfolio growth iv) Stronger accountability in performance and financial results
Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to: <ul style="list-style-type: none"> - Limited monitoring capacity and tools - Gaps in internal skills and training capacity for portfolio management - Gaps in implementing partners screening - Weak capacity of some executing partners (e.g., smaller IUCN Member NGOs) - Poor portfolio design 	i) Maintaining effective monitoring and reporting mechanisms that enable timely, fact-based decision-making regarding projects and the overall portfolio ii) Invest and recruit MEL Coordinators to support regions and centres in programme, portfolio and project management iii) Strengthen quality assurance (project costing framework, performance and risk management quality assurance) iv) Rigorous due diligence process for partners
Programme execution: Delays in programme execution and delivery due to: <ul style="list-style-type: none"> - Selection of downstream partners and capacity assessment gaps - Current economic trends - Unsustainable portfolio growth 	i) Rigorous due diligence process for partners ii) To embed partners strengthening components at project design iii) Evaluate the impact of inflation on projects in close cooperation with donors iv) Analyse, and if required, revise and update financial reporting

Given the world's economic situation in 2022, further analysis has been conducted to assess the impact of the current economic trends, and a summary (Annex 1) has been developed to determine the associated risks and mitigation actions.

Part II. 2023 Budget

1. Introduction

The 2023 budget represents the third year of implementation of the 2021-2024 Financial Plan.

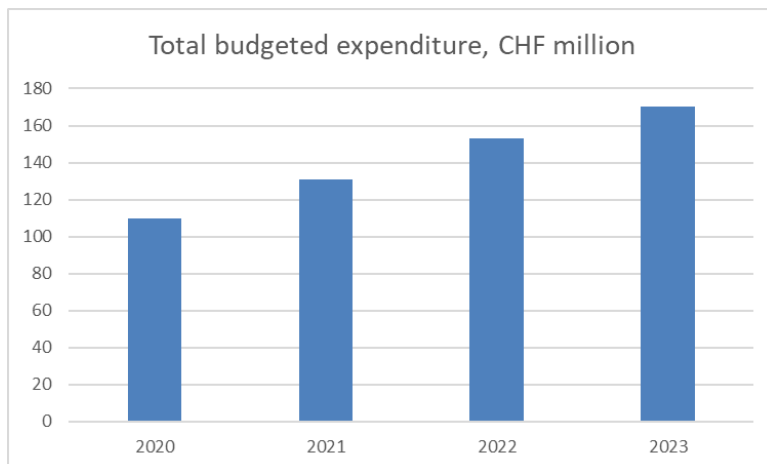
Budget summary

A surplus of CHF 1.4m is budgeted for 2023. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.4m. The higher surplus is attributed to a lower level of non-staff costs compared to Plan and an increase in the funding of these costs from the project portfolio.

The total expenditure budget is CHF 170m, a significant increase on the forecast for 2022 (CHF 149m) and that of 2021 (CHF 131m). Expenditure in 2020 and 2021 was impacted by Covid-19. In 2022, Covid restrictions were lifted in most countries, enabling higher levels of implementation. In addition, growth in the project portfolio resulted in higher levels of expenditure in 2022. This positive trend is projected to continue in 2023.

The growth in 2023 is largely driven by higher levels of expenditure through partners. Expenditure through partner organisations is budgeted to increase from CHF 42m in 2022 to CHF 68m in 2023.

Figure 7: Total budgeted expenditure, CHF million



Targeted investments will be made in 2023 in Union applications and platforms, programme development, as well as investments in initiatives to increase resource mobilisation investment, operational efficiency and organisational effectiveness.

Overall financial situation

Funding remains strong, driven by donor support for the IUCN Programme and the increased recognition of the role nature can play in combatting climate change and mitigating its impact. 86% of project funding for the 2023 budget is secured. Framework income is also fully secured and Membership dues is based on the current level of membership. However, funding the part of IUCN's budget directly linked to the implementation of the statutes is challenging and, currently, can only be realised through the partial use of programmatically earmarked income, such as programme overheads.

Figure 8 shows income trends over the last 6 years together with the forecast for 2022 and the budget for 2023. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio (Workplan section 4).

Figure 8: Income trends, CHF million

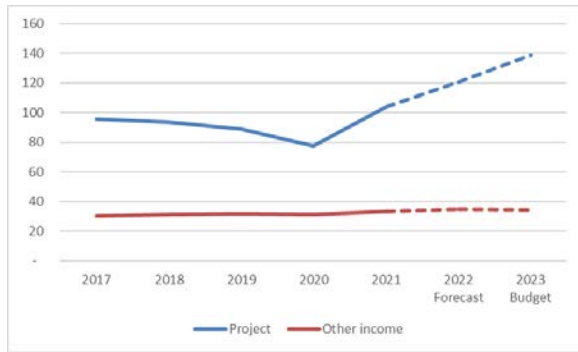
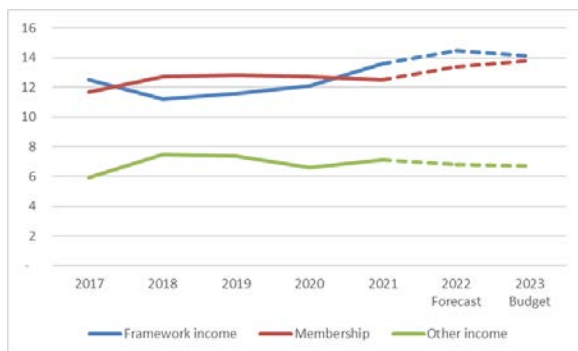


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



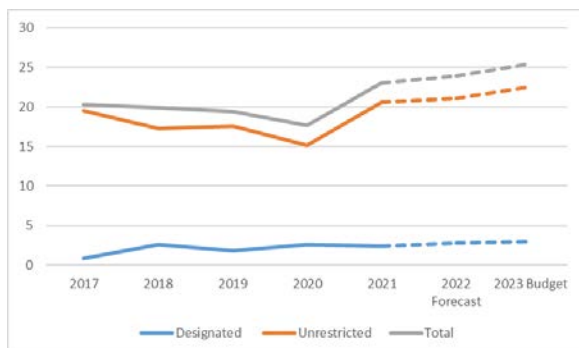
Membership dues are showing a modest increase year-on-year from 2021 onwards.

Framework income increased in 2022. For 2023 a decline of CHF 0.4m is budgeted. This is due to the increase in the value of the Swiss franc against other European currencies. It does not reflect a fall in the value of the contracts in their nominal currency. Potential new framework agreements have not been included in the budget, though new opportunities will be pursued.

Reserves

IUCN reserves stood at CHF 23.0m at the end of 2021, comprising CHF 20.6m in unrestricted reserves and CHF 2.4m in designated reserves. The 2022 forecast anticipates an increase of unrestricted reserves to CHF 21.1m and the 2023 budget an increase to CHF 22.5m. Figure 10 shows the expected progression of reserves.

Figure 10: IUCN reserves, CHF million



A growing portfolio and the expansion of grant making programmes and projects implemented through partner organisations has increased the level of financial risk taken on by IUCN. It is therefore essential that IUCN builds its reserves to support higher levels of risk.

2. Budget summary

Table 9 shows the budget for 2023. The budgeted result for 2023 is a surplus of CHF 1.4 million. Income is budgeted at CHF 172.0m and expenditure at CHF 170.4m. Reserve movements (described in section d below) bring the budgeted result to CHF 1.4m. The budget is subdivided into a Statutory objectives component and a Programme component¹⁰.

Table 9: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Statutory objectives	Programme	Total	Plan
Income						
Statutory objectives						
Membership dues (net of provisions)	12.2	12.4	12.7	-	12.7	13.1
Other income	2.1	1.9	2.4	-	2.4	2.9
Total Union income	14.3	14.3	15.1	-	15.1	16.0
Programme						
Framework income	13.6	14.4	-	14.1	14.1	12.6
Project income	103.7	117.0	-	138.5	138.5	119.8
Other income	5.2	4.9	-	4.3	4.3	5.3
Total programme income	122.4	136.3		156.9	156.9	137.7
Total income	136.7	150.6	15.1	156.9	172.0	153.7
Operating expenditure						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	4.2	9.3	13.5	14.9
Total operating costs	66.9	68.7	17.0	54.7	71.7	74.1
Project activities						
IUCN activities	38.3	36.4	-	30.2	30.2	78.6
Implementing partner activities	26.2	41.7	-	68.2	68.2	
Total project activities	64.5	78.1	-	98.4	98.4	78.6
Other costs						
Investment (gains)/losses	(0.3)	1.9	-	-	-	-
Foreign exchange losses	-	0.6		0.3	0.3	-
Total expenditure	131.1	149.3	17.0	153.4	170.4	152.7
Operating result	5.6	1.3	(1.9)	3.5	1.6	1.0
Transfers from/(to) designated reserves	(1.0)	(0.1)	(0.1)	(0.1)	(0.2)	-
Surplus/(deficit)	4.6	1.2	(2.0)	3.4	1.4	1.0

2.1. Statutory objectives

a) Summary

¹⁰ Regulation 92 a) requires to “allocate unrestricted income, first to maintain activities mandated under the Statutes, and second, to the approved Programme or to the reserves”

The budget for Statutory objectives covers the objectives mandated by the IUCN Statutes (Article 3).

The total cost is CHF 17.0m. This is funded by unrestricted income, comprising Membership dues of CHF 12.7m and other income of CHF 2.4m. The balance is funded through the use of programmatically earmarked income which can be broadly justified in terms of supporting policy engagement and supporting membership and Commission engagement in IUCN Programme delivery.

The following cost items are included:

- IUCN governance costs
- Membership engagement (HQ and regional levels)
- Commission support, including Commission Operating Funds
- Convenings, including allocations to the Regional Conservation Fora and 2025 Congress
- 20-year strategy
- Part of Corporate Communications
- International Policy
- Part of Management and leadership (Regional and HQ levels)
- Part of the costs of the office of the Legal Advisor and Head of Oversight
- Information systems costs in respect of Union applications
- Development of phase II of the Contributions for Nature platform
- Allocated service costs (finance, human resources, office services)

Table 10 provides a breakdown of the related costs.

Table 10: Costs related to the implementation of the statutory objectives

Function	Staff costs	Other operating costs	Total
	CHFm	CHFm	CHFm
Global Communications	1.1	0.1	1.2
Office management and administration	0.2	0.2	0.4
Finance	0.5	0.2	0.7
Human resources	0.2	0.1	0.3
Information systems	0.4	0.3	0.7
Legal and oversight	0.5	0.1	0.6
Membership engagement	3.1	0.7	3.8
Contributions for Nature platform	0.5	-	0.5
Commission support	0.4	1.3	1.7
Management and leadership	3.1	0.7	3.8
Governance	0.8	0.4	1.2
International policy	2.0	0.1	2.1
Total	12.8	4.2	17.0

The costs included in the Statutory objectives budget are the costs that can be directly attributable to the various objectives. For example, governance costs comprise the costs of the governance unit and the costs of organising statutory meetings. It does not include the time of programme staff or corporate staff that participate or provide inputs to these meetings. Similarly, many staff provide inputs into Union activities such as membership events and engagements, working with Commissions and general support to the Membership. The cost of these inputs is included in the programme budget.

Another statutory requirement is the implementation of the Resolutions passed by Congress. Implementation of Resolutions represents a major challenge for the Union and requires significant resources. The majority of Resolutions were passed without a clear identification of the resources necessary for their implementation. As noted in section 3 of the workplan, the Director General and the Secretariat are requested to contribute to the implementation of 81 Resolutions and 2 Congress decisions. The cost of implementing Resolutions differs widely from one Resolution to another. Based

on an assessment conducted by the Secretariat, the median cost of implementation of requests to the Secretariat is CHF 250k. The costs of implementation of some Resolutions is covered by the project portfolio. A more detailed analysis would be required to assess the level of coverage.

The budget for the Statutory objectives budget includes the costs of developing the 20-year strategy (Resolution 147) (0.3m) and the cost of developing a hybrid Congress (Resolution 148) (CHF 0.2m).

The cost for developing and maintaining the knowledge products are also not included in the Statutory objectives part of the budget yet. The numbers still need to be consolidated.

b) Income

Membership dues are budgeted at CHF 12.7m. This is based on the membership as at September 2022. It does not include an estimate of dues from Members that may join after September 2022, nor does it include an estimate of Members who may leave. The amount budgeted is after deduction of a provision of CHF 0.8m for late payment or defaults.

Other income is budgeted at CHF 6.7m. This includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3rd parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 2.1m). CHF 2.4m of other income is allocated to the Statutory objectives budget, the balance is allocated to the programme budget (see Table 11).

Table 11: Allocation of other income

	2021	2022	2023	2023	2023	2023
CHF m	Actual	Forecast	Total	Statutory objectives	Programme	Restrictions
Government tax exemptions	1.7	1.60	1.7	1.7	-	Unrestricted
Rental income and services	1.5	1.48	1.5	-	1.5	Restricted
Patrons of Nature	0.7	0.60	1.4	0.7	0.7	Unrestricted
Deferred income	0.5	0.50	0.5	-	0.5	Restricted
Other income	2.8	2.60	1.6	-	1.6	Restricted
Total	7.2	6.8	6.7	2.4	4.3	

c) Expenditure

The expenditure of the Statutory objectives budget comprises staff costs of CHF 12.8m and, other operating costs of CHF 4.2m, including (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress). A provision for foreign exchange losses of CHF 0.3m is also budgeted.

Expenditure outside the usual staff costs and activities to maintain and support the Union includes upgrade to the Union Portal, a digital member zone and a new version of the e-voting tool to enable onsite and offsite voting for Members. It also includes the phase II development costs of the Contributions for Nature platform (see workplan section 1.2). Further details of IT investments are included in Annex 4.

d) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF (0.2m) in aggregate and comprise the amounts shown in Table 12.

Table 2: Reserve transfers

	2021	2022	2023	2023	2023
CHF m	Actual	Forecast	Union	Programme	Total
World Conservation Congress and RCFs	-	(0.5)	(0.5)	-	(0.5)
External and Governance Review	(0.1)	(0.1)	-	(0.1)	(0.1)
Organisational strengthening	(1.0)	1.0	-	-	
20 year strategy			0.4		0.4
Total	(1.1)	0.4	(0.1)	(0.1)	(0.2)

An allocation of CHF 0.5m has been made for the next Congress and for the Regional Conservation Fora to take place in 2024. An allocation of CHF 0.1m has been made for the External Review which will also take place in 2024.

An appropriation of CHF 0.4m from designated reserves is included in the 2023 budget to fund the costs of the 20-year strategy that will be incurred in 2023.

2.2. Programme budget

The programme budget comprises the IUCN project portfolio funded by donor contracts and programmatic activities funded by framework funding.

a) Income

Framework income is budgeted at CHF 14.1m. The budget is based on existing contracts with framework partners and does not include new agreements that may be entered into during the course of 2023. The amount is lower than the forecast for 2022 as there has been a significant devaluation of the EUR, DDK and SEK against the Swiss franc. This has resulted in a decline in the Swiss franc value of framework contributions denominated in these currencies, although the values in the currency of the agreements have not changed. Table 13 shows details of framework income by partner, analysed between unrestricted, thematically restricted and in-kind. The latter relates to staff-on-loan from partner organisations. Some of these staff have technical programmatic roles, and some corporate roles.

Table 13: Framework income, CHF million

	2021	2022	2023	2023	2023	2023
CHF m	Actual	Forecast	Total	Unrestricted	Thematically restricted	In-kind
Denmark	2.7	2.9	2.7	1.3	1.2	0.2
Norway	2.1	2.2	2.1	2.1	-	-
Sweden	4.0	4.9	4.4	4.4	-	-
Switzerland	1.5	1.5	1.5	1.5	-	-
France	1.3	1.1	1.1	0.5	-	0.6
Mava Foundation	-	-	-	-	-	-
Finland	0.8	0.7	0.7	0.7	-	-
United Arab Emirates	-	-	-	-	-	-
Republic of Korea	0.7	0.8	0.8	0.5	-	0.3
United States	0.5	0.5	0.5	0.0	0.5	-
Luxembourg	-	-	0.5	0.5	-	-
Total Framework income	13.6	14.4	14.1	11.3	1.7	1.1

Project income comprises donor income for specific projects. The amount budgeted is CHF 138.5m. IUCN recognises restricted income as expenditure is incurred and contractual obligations are fulfilled, hence income realisation is dependent on delivery. The total amount is significantly higher than the 2022 forecast (CHF 117m). The increase reflects the growth in the project portfolio, particularly in respect of GEF and GCF projects and also expected increases in implementation levels for the portfolio as a whole. As mentioned in the workplan, it is important to note that in order to deliver the growing portfolio IUCN also needs to further develop and enhance the infrastructure as well as other key capacities. For example, GEF and GCF projects need strong compliance, financial oversight and quality assurance measures in place.

b) Expenditure

Staff costs are budgeted at CHF 45.4m of which CHF 31.9m are funded by project income through direct charging of staff time to projects. The balance is funded by framework income and other income.

Other operating costs are budgeted at CHF 9.6m of which CHF 8.2m are funded by project income (the main funding items are agency fees, overheads charged to projects and the direct charging of certain costs) and CHF 1.4m by other income.

c) Project activities

IUCN project activities are budgeted at CHF 30.2 compared to a 2022 forecast of CHF 36.4m. The reduction reflects a continuing shift to large scale projects that are implemented with partners.

Implementing partner activities are budgeted at CHF 68.2m compared to a 2022 forecast of CHF 41.7m. The significant increase in implementing partner activities is due to growth in the GEF and GCF portfolios. Many of these projects are expected to have a high level of disbursement in 2023. The amount of expenditure related to GEF and GCF projects is CHF 29.6m. (2022 Forecast: CHF 23m).

d) Total project expenditure

Total project expenditure is budgeted at CHF 138.5m compared to a 2022 forecast of CHF 117m. Figure 11 shows the evolution of project expenditure over the period 2019 to 2023, analysed by the main expenditure categories. Growth is strongest in implementing partner activities, driven by a growing GEF/GCF portfolio, but also as a result of a focus on large scale initiatives funded by other donors that involve partner organisations.

Figure 11: Trends in project expenditure, CHF million

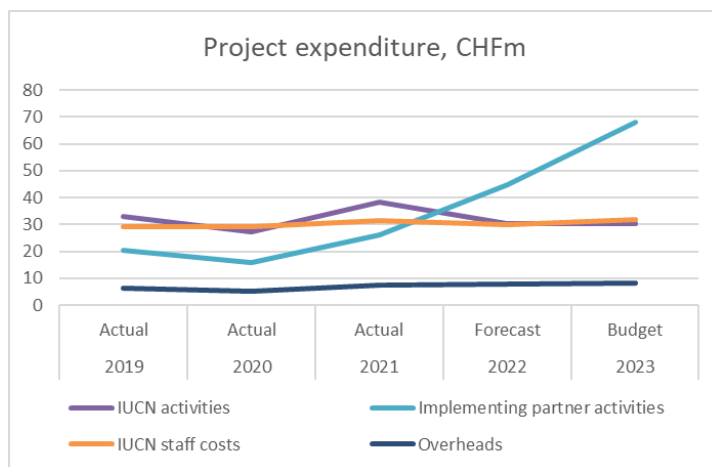


Table 14 provides the value of the project expenditure components for the years 2021 to 2023

Table 4: Components of project expenditure, CHF million

	2021	2022	2023	2023
CHF m	Actual	Forecast	Total	Plan
IUCN activities	38.3	30.2	30.2	
Implementing partner activities	26.2	44.8	68.2	69.7
IUCN staff costs	31.6	29.9	31.9	
Overheads	7.6	7.7	8.2	39.2
Total project expenditure	103.7	112.6	138.5	108.9

A key initiative that started in 2022 and will be taken forward in 2023 is to increase the level of infrastructure and support costs funded by the project portfolio, in line with the principle of full cost recovery.

e) Programme investments

The programme budget includes CHF 500k to strengthen resource mobilisation and relationship management. This is the 3rd year of investment in this function.

CHF 500k has been allocated to strengthening accountability through increasing the capacity of the Planning, Monitoring, Evaluation and Risk function (PMER). Regional PME staff were recruited in 2022 together with regional ESMS (Environmental, Social Management System) focal points. Investment in this area will provide a solid foundation to build assurance, measure performance and leverage learning.

As part of a broader digitalisation strategy, investment of CHF 350k will be made in the development of a document management system. Requirements were defined in 2022 and an RFP issued. Implementation will commence in 2023.

Investments with a 2023 budgetary cost of CHF 495k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed and the finance system will be upgraded. An investment of CHF 100k will be made to strengthen our Data Governance approach. In 2022 a project was started to review our ERP system and to develop a strategy for the future. This review will continue in 2023 and could result in additional investments in later years, depending on the outcome of the review. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

Further details of investments in information systems is included in Annex 4

f) Implementation of IUCN resolutions

The project portfolio is a key funding source for the implementation of the IUCN resolutions. For example, resolution 009, Protecting and restoring endangered grassland and savannah ecosystems, is funded by GEF and GCF projects that together contribute CHF 50 million in funding. A more detailed analysis would be required to assess the level and adequacy of coverage by the portfolio to the implementation of all resolutions.

3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the third year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 15 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

Table 5: Progress against Financial Plan targets

Target	Target value	Period	2023 progress
Increase membership dues	10% of total value	2021–2024	Increase of 9% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 17% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> • GEF/GCF • Other 	15% 5%	Year-on-year	Increase of 7% in aggregate compared to 2022 budget Increase in GEF/GCF: 25% Decrease in Other: 3%
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 23% compared to 2022 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2023 is 56% (budgeted level for 2022 was 54%, actual for 2020 was 52%). Work on the full cost recovery model will be taken forward in 2023 with the objective of increasing the level of recovery. (The target value in the Financial Plan was erroneously calculated)
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2023 is 19% (2022: 20%)
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2023 proportion of the portfolio is 3%, down from 6% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2023 proportion of the portfolio is 2%, the same as in 2022
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.5m in 2021. The forecast result for 2022 is a surplus of CHF 1.3m. The budgeted result for 2023 is a surplus of CHF 1.4m.

4. Analysis of the 2023 budget by organisational structure

Table 16 below presents the 2023 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both

regions and centres as many corporate functions are partially centralised, e.g. global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff that have a headquarters role, including those based in Gland, Switzerland as well as staff based in other offices.

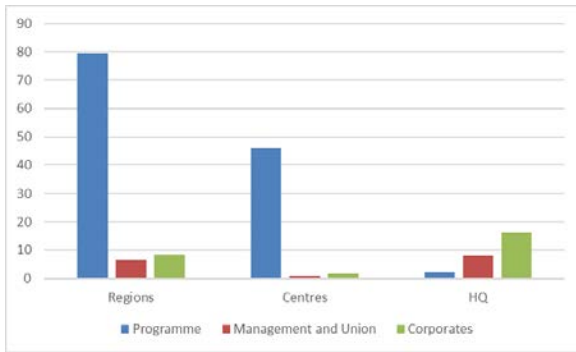
Table 6: Analysis of the 2023 budget by organisational group, CHF million

	2023	2023	2023	2023	2023	2023		2022	
	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure		Total Expenditure	
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%	CHFm	%
Regional programmes									
Expenditure									
Programme	13.5	0.7	14.2	20.6	44.6	79.4	84%	69.2	84%
Management and Union	3.9	0.8	4.7	0.8	1.0	6.5	7%	5.3	7%
Corporates	5.3	2.6	7.8	0.4	0.0	8.2	9%	7.4	9%
Total expenditure	22.6	4.1	26.7	21.8	45.7	94.1	100%	82.0	100%
Centres									
Expenditure									
Programme	15.0	0.9	16.0	7.7	22.5	46.2	94%	34.9	91%
Management and Union	1.0	0.0	1.0	0.1	-	1.1	1%	1.2	1%
Corporates	1.6	0.1	1.7	0.0	-	1.7	3%	2.2	6%
Total expenditure	17.6	1.1	18.7	7.8	22.5	49.0	100%	38.3	100%
Headquarters									
Expenditure									
Programme	2.1	0.1	2.2	0.1	-	2.3	9%	1.6	6%
Management and Union	4.9	2.8	7.7	0.2	-	8.0	30%	7.2	29%
Corporates	11.0	5.1	16.1	0.2	-	16.3	61%	15.8	64%
Total expenditure	18.0	8.1	26.1	0.5	-	26.6	100%	24.5	100%
Provisions									
Expenditure									
Corporates	-	0.5	0.5	-	-	0.5	100%	-	-
Total expenditure	-	0.5	0.5	-	-	0.5	100%	-	-
Total									
Expenditure									
Programme	30.6	1.8	32.4	28.5	67.2	128.0	75%	105.7	73%
Management and Union	9.8	3.7	13.5	1.1	1.0	15.5	9%	13.7	9%
Corporates	17.8	8.3	26.1	0.5	0.0	26.7	16%	25.4	18%
Total expenditure	58.2	13.8	72.0	30.1	68.2	170.3	100%	144.8	100%

Taking the organisation as a whole, programme functions account for 75% of the budget, management and Union functions 9% and corporate functions 16%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 12 presents the above information graphically.

Annex 2 provides a more detailed version of this table that incorporates the various income streams.

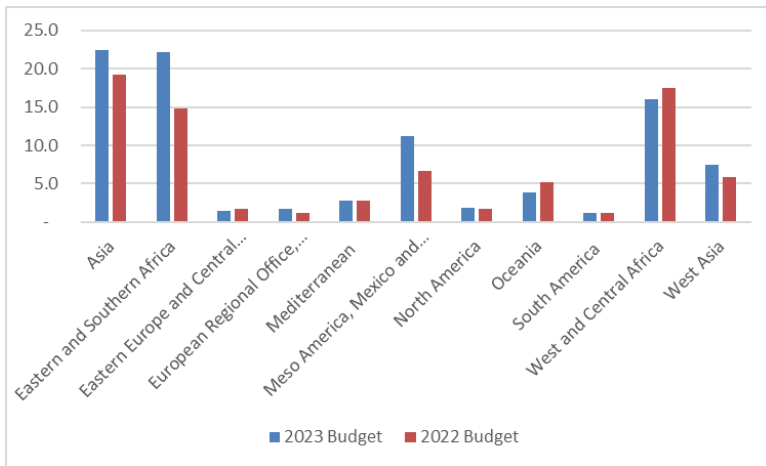
Figure 12: Analysis of 2022 budget by organisational group and function



Corporate costs are funded by a variety of mechanisms including through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is projected to increase in 2023 through the introduction of project costing framework that will drive a standardised approach to project budgeting and cost recovery.

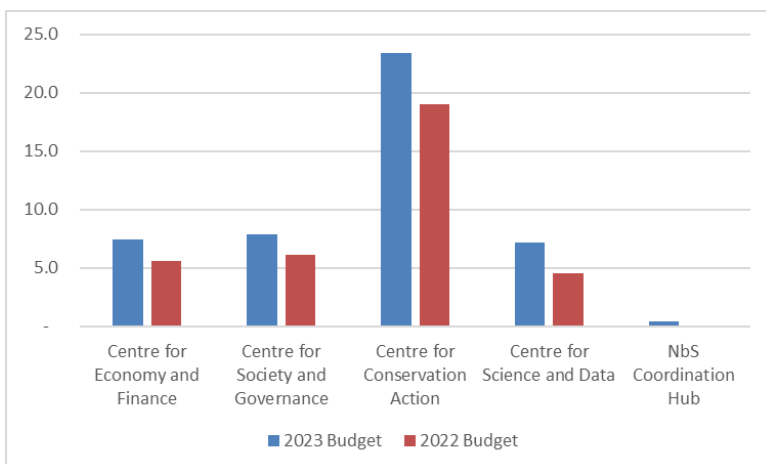
Figure 13 provides a breakdown of the budget for the regions and Figure 14 a breakdown of the budget of the centres.

Figure 13: Regional programmes: total budgeted expenditure



Regions with the highest level of expenditure are Asia, West and Central Africa, and Eastern and Southern Africa, which together account for 68% of total regional expenditure.

Figure 14: Centres: total budgeted expenditure



The Centre for Conservation and Action accounts for 50% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

Allocation of unrestricted income

Unrestricted income has been allocated as per Table 17

Table 17: Allocation of unrestricted income, CHF million

	2021	2022	2023
	Total	Total	Total
Regions	5.0	4.6	4.7
Centres/thematic programmes	4.9	1.7	2.5
Commissions	1.3	1.3	1.3
Directorate	2.6	2.5	2.8
International policy	0.6	0.8	0.8
Governance	0.9	0.9	0.8
Membership and convening	1.2	1.9	2.0
Corporate services group	5.4	6.7	7.6
Global finance group	3.7	2.9	3.5
Provisions	1.3	0.7	1.1
Projects	0.2	5.7	3.6
Total	27.1	29.7	30.7

Unrestricted income allocations are made on a strategic basis to support the implementation of the workplan and the statutory objectives of the Union. Allocations take into consideration income generated from the project portfolio. These funds the majority of the infrastructure costs of the regions, for example. Allocations to projects fund specific initiatives that may be implemented by regions, centres or HQ components.

5. Risks inherent in the 2023 budget

The main risks for 2023 are:

1. Delays in project implementation

Project expenditure is budgeted at CHF 138m, a 14% increase on the 2021 forecast of CHF 117m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans.

49% of project activities are budgeted to be executed by partners, compared to 35% in 2022. This carries a significant risk as IUCN does not have direct control over partner expenditure.

Delays in project implementation would result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It would also result in a reduction in the funding of corporate costs by the project portfolio, meaning a higher portion would have to be funded from other income sources.

Risk response: All projects are monitored as part of standard project management procedure. Execution performed by partners is regulated by contractual requirements. Contractual requirements require regular reporting. This provides a basis for the identification of delays in incurring expenditure and for subsequent follow up. For large scale projects, such as GEF and GCF projects, and large value grant making projects, supervision missions are performed. At a global level the rates of project implementation and cost recovery are monitored on a monthly basis in order to identify areas of concern and action needed.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

2. Projects in development not realised or delayed

A total of CHF 19m of project expenditure is budgeted to come from contracts not signed as at 30 September 2022, this represents. This represents 14% of total budgeted expenditure.

Risk response: Conversion rates of projects under development will be monitored and a risk assessment performed at the end of each quarter. If the level of conversions is low, budget modifications will be considered, including staffing implications.

Risk Level: Medium

Risk Owner: Centre and Regional Directors

3. Non-payment of membership dues

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reason. The 2021 Congress approved a new scale of membership dues for all categories of Members. This included a change in the methodology for the calculation of dues for National and International Non-Government Organisations and Indigenous People's Organisations. This resulted in a significant increase in the level of dues for some Members and a reduction for others. This has led to some delays in payment. Council is working on addressing the issue, particularly for venue-based organisations (e.g. zoos, aquaria, botanical gardens, museums).

Risk response: A provision of CHF 0.8m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy as well as recruitment of state members and sub-national authorities are key priorities for 2023, including improving the service offering to Members (Workplan section 1).

Risk Level: Low

Risk Owner: Deputy Director General – Corporate Functions

4. Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. Foreign exchange markets are currently quite volatile, driven by an uncertain global economic environment. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2023 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

Risk response: The risk of exchange losses on framework contracts is mitigated by a hedging strategy using forward currency contracts. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements. In respect of the project budget, a natural hedging strategy is in place whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF 0.3m is also included in the budget for exchange gains and losses.

Risk Level: Medium

Risk Owner: Chief Finance Officer

5. Investment losses

IUCN maintains a portfolio of financial investments. 2022 has seen major falls in financial markets across the globe and across most asset classes. Bond values have been driven lower by inflation and rising interest rates. It is unlikely that major falls will occur in 2023, but this cannot be ruled out.

Risk response: The investment portfolio is conservative and actively managed. The overall risk level is low. Yields on both equities and bonds have increased over the course of 2022 and this will have a positive impact on the portfolio in 2023 as well as any recovery in the financial markets.

Risk Level: Low

Risk Owner: Chief Finance Officer

Annex 1: Executive summary on risks associated to a potential stagflation

Purpose of this summary

The purpose of this summary is to provide an initial overview of the main risks and opportunities related to the present economic situation. The executive summary is intended to support senior management discussion on potential events facing IUCN and mitigation measures should they occur.

Introduction

Stagflation is an economic condition that combines slow growth with inflation and relatively high unemployment. Current economic projections indicate a slowdown in global growth, a rise in inflation with stable unemployment rates. The following section of the document describes a preliminary identification of risks/opportunities, drivers, consequences and suggests potential mitigation measures.

Preliminary identification and potential mitigations

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
Risk: Organisational and operational support and portfolio operations are becoming more complex	<ul style="list-style-type: none"> • Slower economic growth • Higher inflation • Financial stress in some emerging market and developing economies where we execute projects • Size of the portfolio has grown over the past few years 	<ul style="list-style-type: none"> • Purchasing power of donor contract decline • Issues for budget reallocation • Unable to deliver full scope of projects • Operational delays • Cost of living crisis and famine leading to social unrest and shift in priorities • Increase inherent risk due to the size of the portfolio 	<ul style="list-style-type: none"> • Forecast the impact of inflation on projects' budget • Evaluate the impact of inflation on projects in close cooperation with donors • Request additional funds/work with donor to adapt project budget where impacts are expected • Ensure the potential impact of unrest and shifting local priorities are taken into account in project planning and ongoing project management
Risk: Donor may redefine their funding strategy towards IUCN due to economic trends	<ul style="list-style-type: none"> • GDP is projected to shrink. • Sharp tightening of monetary policy in advanced economies 	<ul style="list-style-type: none"> • IUCN's portfolio at risk • Stabilisation/reduction on unrestricted and/or restricted funding sources • IUCN struggles to fund its core budget 	<ul style="list-style-type: none"> • Portfolio alignment / adjustment based on changes in funding priorities. • Increase value proposition on unrestricted to attract more funding (i.e. further develop appeal base funding, clearly define processes for flexible earmarked funding) • Focus on high quality project outputs and "tell the story" better to secure funding

Risk/Opportunity	Risk drivers	Consequences/Impact	Mitigations actions
			<ul style="list-style-type: none"> • Strategic initiative targeting areas with less stagflation or humanitarian funding sources • Regular interactions with IUCN's key donors on funding priorities and foreseen shifts/cuts • Ensure application of IUCN budget architecture and overhead policy as well as project costing tool • Diversify funding (i.e. strategically target those industry with less hit)
Risk: Increased loss due to exchange rate fluctuations.	<ul style="list-style-type: none"> • Slow European economic growth compared to Switzerland • Attraction of CHF as a safe haven currency 	<ul style="list-style-type: none"> • Decline in EUR, GBP, and Scandinavian currencies against the CHF • Reduction in CHF value of framework funds 	<ul style="list-style-type: none"> • Natural hedging strategy already implemented; this protects IUCN in respect of donor contracts • Assess options to hedge 2023 framework contributions
Risk: IUCN may become uncompetitive on job market	<ul style="list-style-type: none"> • Higher inflation • Employment continuity is uncertain • Job market volatility • Salaries scales do not reflect the actual market 	<ul style="list-style-type: none"> • Staff may claim higher wages • Challenges in retaining staff • Challenges in attracting new talent 	<ul style="list-style-type: none"> • Implement cost of labour monitoring and cost of labour adjustment policy. • Implement hazard pay policy for specific national contexts. • Implement schedule of salary structure reviews with ability to re-prioritize based on annual national inflation rates. (i.e. prioritise salary restructure with those countries with higher inflation)
Risk: Membership dues payment default	<ul style="list-style-type: none"> • Economic instability and budget cuts by countries and their agencies • Reduction in financial resources of NGO members 	<ul style="list-style-type: none"> • Reduction in funding, leading to reduction in flexibility and inability to meet objectives. • Reduction in financial resources of NGO members • Members leave IUCN 	<ul style="list-style-type: none"> • Roll out membership strategy • Identify other sources of income for certain membership activities (i.e. digital member zone, member's magazine etc.) • Manage discussion with the WG on membership dues, GCC and FAC to be clear on the consequences of any action related to membership dues

Risk/Opportunity	Risk drivers	Consequences/Impact	Mitigations actions
		<ul style="list-style-type: none"> Financial loss may prevent IUCN to invest in new initiative to support the membership 	<ul style="list-style-type: none"> Better forecast membership due income (i.e. potential survey)
<p>Risk/Opportunity: <i>Policy makers may adapt green recovery agenda to overturn economic recession</i></p>	<ul style="list-style-type: none"> Delicate task to find the right policy mix that will bring inflation down without triggering a recession Influence negatively or accelerate positively the green recovery agenda. Increased focus on food security 	<ul style="list-style-type: none"> Programme does not respond to donor needs (threat) Higher demand on IUCN services (opportunity) 	<ul style="list-style-type: none"> Sharpen our policy advocacy to connect with the economic situation (not to be tone deaf and continue to be relevant) Maintain strong dialogue with State Members and donors on green agenda Ensure policy and portfolio is aligned with topics of focus were possible

Annex 2: Budget summary by organisational group

	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
2023 Consolidated budget	Membership	Framework	Other income	Cost recovery	Total income	Staff costs	Other costs	Total operating expenditure	Global Service Charge	Result	IUCN Project Activities	Implementing partners Project activities	Total Expenditure
	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000
Regional programmes													
<i>Regional programmes</i>													
Programme	325	1,813	933	11,474	14,545	13,103	715	13,819	1,223	(497)	20,617	44,650	79,086
Management and leadership	1,749	-	407	2,444	4,600	3,675	782	4,457	80	64	773	987	6,217
Union	317	-	(7)	92	402	352	43	394	-	8	-	-	394
Corporates	456	-	211	7,547	8,215	5,507	2,560	8,066	46	103	364	18	8,449
Total - Regional programmes	2,847	1,813	1,545	21,557	27,762	22,637	4,100	26,737	1,349	(324)	21,755	45,654	94,146
<i>Centres</i>													
Programme	-	2,380	382	12,703	15,465	14,980	950	15,930	283	(748)	7,739	22,509	46,178
Management and leadership	-	-	30	1,518	1,548	832	25	857	3	688	53	-	910
Union	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporates	112	-	804	1,137	2,053	1,787	146	1,933	-	120	1	-	1,934
Total - Centres	112	2,380	1,215	15,358	19,066	17,598	1,122	18,720	286	60	7,792	22,509	49,021
<i>Headquarters</i>													
Programme	800	2,260	1,057	283	4,400	2,101	136	2,237	-	2,162	139	-	2,376
Management and leadership	2,500	100	204	(28)	2,776	2,432	731	3,163	-	(388)	-	-	3,163
Union	3,928	150	(3)	487	4,562	2,479	2,083	4,562	-	-	309	-	4,871
Corporates	2,705	3,257	10,002	130	16,094	10,973	5,120	16,093	-	1	215	-	16,308
Total - Headquarters	9,933	5,767	11,260	872	27,832	17,986	8,071	26,056	-	1,776	663	-	26,719
<i>Provisions</i>													
Programme	-	-	-	-	-	-	-	-	-	-	-	-	-
Management and leadership	-	-	-	-	-	-	-	-	-	-	-	-	-
Union	250	-	-	-	250	-	-	-	-	250	-	-	-
Corporates	750	75	-	-	825	-	500	500	-	325	-	-	500
Total - Provisions	1,000	75	-	-	1,075	-	500	500	-	575	-	-	500
<i>Grand Total</i>													
Programme	1,125	6,453	2,372	24,460	34,410	30,185	1,802	31,986	1,507	917	28,495	67,159	127,640
Management and leadership	4,249	100	642	3,934	8,924	6,938	1,539	8,477	83	364	826	987	10,290
Union	4,496	150	(10)	579	5,214	2,831	2,125	4,956	-	258	309	-	5,265
Corporates	4,023	3,332	11,016	8,815	27,187	18,267	8,326	26,593	46	548	580	18	27,191
Grand Total	13,892	10,035	14,020	37,787	75,734	58,221	13,792	72,013	1,635	2,087	30,210	68,163	170,386
<i>Adjustment/recallifications</i>		2,000.0	(6,719.0)	4,219.0	(500.0)					(500.0)			
Grand Total after adjustment	13,892.0	12,035.0	7,301.0	42,006.0	75,234.0	58,221.0	13,792.0	72,013.0	1,635.0	1,586.0	30,210.0	68,163.0	170,386.0

Annex 3: Income and expenditure by region, centre and corporate group

	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023	2023
2023 Consolidated budget	Membership	Framework	Other income	Cost recovery	Total income	Staff costs	Other costs	Total operating expenditure	Global Service Charge	Result	IUCN Project Activities	Implementing partners Project activities	Total Expenditure
	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000	CHF000
Regional programmes													
Total - Asia	327	518	294	4,657	5,796	4,549	1,059	5,608	199	(11)	3,958	13,310	22,875
Total - Eastern and Southern Africa	234	276	177	5,303	5,991	5,070	753	5,822	268	(100)	4,097	12,519	22,438
Total - Eastern Europe and Central Asia	110	60	-	409	579	466	89	555	29	(5)	658	229	1,442
Total - IUCN Europe	600	-	425	689	1,715	1,709	331	2,042	15	(342)	31	10	2,082
Total - Mediterranean Cooperation Centre	110	121	16	1,255	1,502	1,227	164	1,391	62	49	1,013	436	2,839
Total - Mexico, Central America and Caribbean	252	248	-	3,689	4,189	3,434	456	3,891	271	27	3,225	4,223	11,339
Total - North America	400	-	584	369	1,353	888	295	1,182	29	141	-	884	2,066
Total - Oceania	181	96	-	1,303	1,580	1,317	215	1,533	70	(22)	1,113	1,372	4,018
Total - South America	181	144	14	489	827	656	166	822	18	(13)	335	109	1,266
Total - West and Central Africa	272	227	32	2,230	2,761	2,321	248	2,568	201	(9)	4,374	9,234	16,177
Total - West Asia	180	123	3	1,164	1,470	1,001	324	1,324	186	(41)	2,951	3,329	7,604
Total - Regional programmes	2,847	1,813	1,545	21,557	27,762	22,637	4,100	26,737	1,349	(324)	21,755	45,654	94,146
Centres													
Total - Centre for Conservation Action	-	210	(149)	4,580	4,641	4,200	84	4,284	31	327	3,381	15,653	23,318
Total - Centre for Economy and Finance	-	210	601	3,232	4,043	3,590	228	3,818	92	134	1,111	2,686	7,615
Total - Centre for Science and Data	-	950	46	3,238	4,234	4,293	230	4,523	101	(389)	1,231	1,794	7,548
Total - Centre for Society and Governance	-	410	(61)	3,225	3,574	3,443	83	3,526	63	(16)	2,068	2,377	7,971
Total - Nature-based Solutions (NbS) Coordination Hub	-	600	(26)	-	574	224	350	574	-	-	-	-	574
Total - Corporates centres	112	-	804	1,084	1,999	1,848	146	1,995	-	4	1	-	1,995
Total - Centres	112	2,380	1,215	15,358	19,066	17,598	1,122	18,720	286	60	7,792	22,509	49,021
Headquarters													
Total - Commission Operating Funds	1,300	-	-	-	1,300	-	1,300	1,300	-	-	-	-	1,300
Total - Corporate Services	4,070	2,819	5,842	612	13,344	10,354	2,989	13,343	-	1	524	-	13,867
Total - Directorate	4,078	2,360	1,280	255	7,973	4,971	1,228	6,199	-	1,775	139	-	6,337
Total - Global Finance Group	485	588	4,137	5	5,215	2,661	2,554	5,215	-	-	-	-	5,215
Total - Headquarters	9,933	5,767	11,260	872	27,832	17,986	8,071	26,056	-	1,776	663	-	26,719
Provisions													
Total - Provisions	1,000	75	-	-	1,075	-	500	500	-	575	-	-	500
Grand Total													
Grand Total	13,892	10,035	14,020	37,787	75,734	58,221	13,792	72,013	1,635	2,087	30,210	68,163	170,386
<i>Adjustment/reclassification</i>		2,000.0	(6,719.0)	4,219.0	(500.0)					(500.0)			
Grand Total after adjustment	13,892.0	12,035.0	7,301.0	42,006.0	75,234.0	58,221.0	13,792.0	72,013.0	1,635.0	1,586.0	30,210.0	68,163.0	170,386.0

Annex 4: Investments in information systems

System	Total investment	Cash flow							Budget 2023
		2022 and prior	2023	2024	2025	2026	2027	2028	
		CHF 000	CHF 000	CHF 000	CHF 000	CHF 000	CHF 000	CHF 000	
Statutory objectives budget									
Platform for hybrid Congress and other events	250		50	50	50	50	50		50
Upgrdade of e-voting tool	60		60						
Digital Members' Zone	307	18	86	53	53	53	44	-	
Programme bduget									
Electronic Document Management System	2,614	213	531	670	300	300	300	300	320
Programme and project portal	500		500						75
Upgrade of elements of the ERP system	250		250						50
Total IT investments	3,981	230	1,477	773	403	403	394	300	495

Notes:

1. Cost of Electronic Document Management System may be lower depending on licensing/subscription model chosen
2. Total investment = estimated 5-year cost of implementation and maintenance, excluding the cost of staff of the information systems group
3. 2023 budget assumes expected useful life of 5 years and depreciation of capitalised items

11 membership applications approved by 108th Council in January 2023

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Meso and South America	1	Fondo de Agua para Lima y Callao (Water Fund for Lima and Callao)	Aquafondo	Peru	https://aquafondo.org.pe/	National NGO	1) NG24833 Asociación para la Investigación y el Desarrollo Integral (Association for the Investigation and Integral Development), Peru 2) NG/25653 Derecho, Ambiente y Recursos Naturales (Law, Environment and Natural Resources), Peru 3) NG/992 Sociedad peruana de Derecho Ambiental (Peruvian Society for Environmental Law), Peru	Aquafondo
North America and the Caribbean	2	American Humane	AH	United States of America	https://www.americanhumane.org/	National NGO	1) NG/24658 Loro Parque Fundacion (Loro Parque Foundation), Spain 2) NG/1105 Provita, Venezuela	AH
	3	Conservation Allies	CA	United States of America	www.conservationallies.org	National NGO	1) NG/26051 Galapagos Conservancy, USA 2) NG/25026 ProAves of Colombia Foundation, Colombia 3) NG/25609 National Whistleblower Center, USA	CA
South and East Asia	4	Tanah Air Beta (Our Land and Water)	TAB	Indonesia	https://tanahairbeta.org/	National NGO	1) AF/25105 Center for International Forestry Research, Indonesia 2) NG/24735 Forest Peoples Programme, UK	TAB
	5	Bright Nepal (Ujyalo Nepal)	BN	Nepal	www.ujyalonepalbardia.com	National NGO	1) NG/24730 Bird Conservation Nepal/Nepal Panchhi Samrakchyan Sangh, Nepal 2) NG/1059 National Trust for Nature Conservation, Nepal	BN
	6	Women for Conservation	WC	Nepal	www.womenconservation.org	National NGO	1) NG/1044 Environmental Camps for Conservation Awareness, Nepal 2) NG/24730 Bird Conservation Nepal/Nepal Panchhi Samrakchyan Sangh, Nepal	WC Nepal
West Europe	7	Bioparc Conservation	BC	France	https://www.bioparc-zoo.fr/	National NGO	1) IN/24785 European Association of Zoos and Aquaria, The Netherlands 2) IN/25635 Cheetah Conservation Fund, Namibia 4) Maud Lelièvre, IUCN Councillor	BC
	8	Foundation GoodPlanet (Foundation GoodPlanet)	FGP	France	http://www.goodplanet.org	National NGO	1) Maud Lelièvre, IUCN Councillor 2) France National Committee of IUCN Members	FGP
	9	Play for Nature		France	https://playfornature.org/	National NGO	1) NG/25113 Association Française des Parcs Zoologiques (French Association of Zoos), France 2) AF/1520 Centre de Culture Scientifique, Technique et Industrielle de la Mer OCEANOPOLIS BREST (Centre for Scientific, Technical and Industrial Culture of the Sea), France	Pfn
	10	Sociedad Española para la Conservación y Estudio de los Mamíferos (Spanish Society for the Conservation and Study of Mammals)	SECEM	Spain	www.secem.es	National NGO	1) GA/24843 Fundación Biodiversidad (Biodiversity Foundation), Spain 2) NG/665 Association for the Defense of Nature/WWF, Spain	SECEM
	11	Zoo Zurich AG	Zoo Zurich	Switzerland	https://www.zoo.ch/en	National NGO	1) Switzerland National Committee of IUCN Members 2) NG/26059 Vienna Zoo-Schoenbrunner Tiergarten GmbH, Austria	ZooZurich



1. Change of membership category of one current Member organisation

Member ID	Name	Country	Current category	Requested new category
a. NG/752	The Environmental Defense Fund	USA	National NGO	Affiliate

IUCN Operational Framework for Engagement with the Oil and Gas Sector

Approved by the IUCN Council, decision C108/18 (January 2023)

The aim of this paper is to set out how IUCN intends to engage with the Oil and Gas sector¹ in order to give IUCN's constituencies confidence in the intent and nature of these type of engagement and to ensure that they are underpinned with a high level of integrity, scientific rigour and accountability, particularly in terms of transitioning toward net zero and nature positive outcomes.

The Operational Framework for the Engagement with the Oil and Gas Sector provides guidance and clarifies principles under which IUCN Secretariat engages with energy producers and more specifically, oil and gas producers on bilateral collaborations. As policies and practices for the energy transition towards both net zero and nature positive evolve this document will be periodically updated.

Section 1. Low carbon and nature-positive future

Climate change is one of the world's most challenging and pressing issues to tackle if the world wants to avoid irreversible consequences on humanity during the 21st century and beyond. The climate change and the biodiversity crises are fundamentally linked and mutually reinforcing ([IPBES-IPCC, 2021](#)). On the one hand, climate change is a key driver of biodiversity loss. The rapidly worsening impacts of climate change on the natural world are highlighted by the IPBES-IPCC report: '*Adaptive capacity of most ecosystems and social-ecological systems will be exceeded by unabated anthropogenic climate change*' (p.15). In this sense, stabilising climate change is one of the prerequisites for any effective biodiversity and ecosystem conservation and restoration actions. On the other hand, nature is critical in contributing to climate adaptation and mitigation and addressing other societal challenges.

Further, scientists unanimously call for an immediate, urgent and radical shift towards cleaner energy sources if the world is to limit global warming below 1.5°C and secure a liveable future in 2050. The window for collective and coordinated actions to curve greenhouse gas (GHG) emissions is narrowing in a context of an increasing emissions gap worldwide ([UNEP, 2021](#)). Such urgency was recently highlighted in the [2022 IPCC report](#), which considers that limiting warming to around 1.5°C requires global GHG emissions to peak before 2025 and in the [2021 International Energy Agency \(IEA\) Net Zero report](#), which includes rapid emission reduction pathways that require no new oil and gas project, beyond projects already committed as of 2021. The energy sector, defined for the purposes of this guidance note as “producers of oil, gas and renewable energy” is at the centre of both climate and biodiversity challenges. It has a unique and critical role to play in global efforts, within a short timeframe, to move away from fossil fuel dependency to low carbon and nature positive economic models that align with biodiversity and climate goals as defined by those global frameworks that have been agreed multilaterally under the auspices of the UNFCCC and CBD. Indeed, environmental awareness both within and about the sector has never been greater, and opportunities exist to drive carbon net-zero and biodiversity net gain approaches with individual leading companies, as well as the sector more broadly. From a conservation perspective, the direct and indirect impacts are significant; thus, engagement with the oil and gas sector remains a major imperative.

IUCN recognises that there are reputational risks in engaging specifically with industries and companies whose portfolio includes the extraction and production of fossil fuels. However it also recognises that there are considerable opportunities to guide and accelerate change in this sector to achieve a just transition away from fossil fuels and towards a nature positive future.

Section 2: IUCN Secretariat principles for engaging with the oil and gas sector:

IUCN frames its approach to working with the Oil and Gas Sector as follows:-

- We reiterate the global consensus that there is an urgent and immediate need for the world to stay within a 1.5°C aligned carbon budget.
- We support a just and rapid transition away from the current fossil fuel-dependent economic model, based on the best available science and in a manner that avoids unintended negative consequences on people and nature.
- We strongly supports the global goal to halt and reverse biodiversity loss by 2050.
- We will maintain operational independence from fossil fuel funding. In practice, this means that IUCN will not seek unrestricted funding from oil and gas companies and that resourcing to support bilateral engagements will be limited to those programmatic activities that clearly target their low carbon transition and on the minimisation of their impacts biodiversity and nature.
- We will not work with companies that have not made public commitments, to the Paris Agreement target and to halting and reversing biodiversity loss

IUCN recognises that a significant number of private and public actors in the oil and gas sector, particularly the fossil fuel industry, are not on track to meet climate and biodiversity global goals. In this regard, IUCN will engage with oil and gas companies on the basis of the following principles:

- We encourage private and public sector actors to set science-based decarbonisation targets which are independently validated, open to public scrutiny and aligned within a 1.5°C trajectory in the short, medium- and long-term;
- We urge private and public actors (including regulators) to implement rapid decarbonisation strategies including to stop permitting, exploring and extracting as yet untapped oil and gas reserves
- We urge the fossil fuel industry to focus on rapid and urgent mitigation actions that result in direct and substantial reductions in Scope 1, 2 and 3 greenhouse gas emissions.
- We encourages companies in the fossil fuel sector to invest in Nature-based Solutions for mitigation as **an additional action beyond their value chain** and urge them not to use resulting credits for their interim emissions reductions required by their net zero pathway
- We expect all private and public actors in the oil and gas sector (including those transitioning to renewables) to commit to and pursue at least No Net Loss (NNL) and preferably Biodiversity Net Gain (BNG) in all new operations or expansions.
- We expect all private and public actors in the oil and gas sector to contribute to robust nature-positive actions and outcomes within the context of a just energy transition, working to ensure greater access to renewable energy for communities that have little or no access to affordable and reliable energy sources that have been ignored during the fossil fuel era
- We expect corporate support and operational implementation of IFC principles
- We expect corporate partners/collaborators to genuinely support the goals and aims of the Paris Agreement and do not directly or indirectly (via other platforms) seek to undermine the Agreement.

Section 3. Objectives of the Operational Framework

The overarching objectives are inter-related:

1. Drive the sector toward a low carbon and nature positive economic development model aligned with what is needed to keep climate change under 1.5 C, while mitigating the risks of negative consequences on people and nature;
2. Avoid and reduce negative impacts from extractive activities on biodiversity, ecosystem services, and natural resource-dependent livelihoods; and
3. Aim for the highest possible biodiversity net gain related to extractive sector operations, as well as additional conservation benefits derived from improved land and sea management.

Section 4. Application of the Operational Framework

This framework informs the work of the IUCN Secretariat on strategic and technical approaches and projects related to the extractives sector, particularly those focused on the extraction of fossil fuel, mineral, and aggregate resources. It includes bilateral collaborations and specific projects. The engagement with the wider energy sector (e.g., hydropower, solar, nuclear, geothermal, electrical infrastructure, etc.) is not dealt with in this document.

The scope of the application of this framework is global and focuses on policy engagement as well as operational approaches for working at national and site levels. While the current emphasis of direct engagement is on larger corporate operators (as this is where IUCN has leverage and can also mobilise funding), these operational principals and guidance also apply to any future engagement with smaller and medium-sized actors, as well as other important non-state or state stakeholders and actors.

This framework aligns with and is complementary to:

- o IUCN Business Engagement Strategy (2012)
- o IUCN Project Guidelines and Standards (2015)
- o IUCN Environmental and Social Management Framework (2015)
- o IUCN Operational Guidelines for Business Engagement (2016)
- o IUCN Union Nature 2030 Programme
- o IUCN Contract Review Procedures (2018)
- o IUCN Position Paper for UNFCCC COP26 (2021)
- o IUCN Biodiversity Offsets Policy (2016)

Section 5. IUCN Secretariat conditions for engagement

- IUCN will only work with companies who have made a net zero commitment that includes intermediary targets (for example every five years), and sets out concrete ways to reach net zero in line with the Intergovernmental Panel on Climate Change (IPCC) or International Energy Agency (IEA) net zero greenhouse gas (GHG) emissions modelled pathways that limit warming to 1.5°C with no or limited overshoot. The plan must cover the entire value chain of the business, including end-use emissions.
- IUCN expects any prospective partner from within the sector to engage in identifying a mutually-agreed process that will allow both IUCN and the partner to assess the company's performance regarding the engagement principles described in section 2, its trajectory to 1.5°C and its biodiversity policy and commitments thereby enabling

IUCN and the partner to periodically review and adjust the partnership objectives, as appropriate.

- Whilst recognising that even the most ambitious scenarios to reach net zero by 2050 incorporates limited use of oil and gas and not all countries will be able to transition to clean energy at the same pace, IUCN reiterates the need for rapid and robust global decarbonisation to tackle both climate and biodiversity crises and therefore **will not engage with any partner in the provision of advice or technical assistance associated with new oil and gas projects as of 2021**. In addition, IUCN will also not engage in any current or future oil and gas infrastructure developments that could result in expansion of oil and gas operations by either the company concerned or a third party beyond 2021 operating levels.
- IUCN will currently only work with oil and gas companies on NbS for mitigation if these actions and credits are used beyond the value chain and do replace or substitute for direct robust action on interim emissions reduction
- IUCN will not support nor engage in any extractives and exploration operations in Category I and II Protected Areas or that risk directly impacting the maintenance of World Heritage sites' Outstanding Universal Value.
- IUCN will only work with companies that have a clearly defined public biodiversity position that incorporates application of the mitigation hierarchy as described in the IUCN Biodiversity Offsets Policy for a minimum target of no net loss of biodiversity.
- IUCN will proactively engage with partner companies around human rights and adherence to global best practices on human rights such as the United Nations Guiding Principles on Business and Human Rights

Divergence from any of the above conditions for engagement may be a trigger point for discontinuance of the engagement

How we do it

All potential engagements with the extractives sector are subject to a thorough assessment following IUCN's Operational Guidelines for the Oil and Gas Sector as well as a close review of IUCN Resolutions and Recommendations. This assessment may include engagement with governments as well as companies, particularly in the cases of State-owned companies. High risk programmatic areas or collaborations will result in a full due diligence process involving a consultation with Members and Regional Offices and may be elevated for discussion to the Private Sector Task Force, as has been done in the past.

Given the high risks and opportunities involved in engagement with the Oil and Gas Sector any potential collaboration must be developed in close consultation with the Climate Change Team supported by the Enterprise and Investment Team, where IUCN Secretariat has dedicated and experienced capacity on this subject matter. Furthermore, any substantive engagement with the Oil and Gas Sector (whether companies, licencing bodies or regulators) must include an adequately resourced role for the Climate Change Team and Enterprise and Investment Team to guide and maintain quality assurance with respect to the contents of this Operational Framework.

Finally, IUCN will develop a clear pathway and guidance for transformative actions to influence the sector and intervene in the landscape, including access to sectoral bodies such as ICMM, IPIECA, OGCI or IOGP; and/or at the landscape level through involvement with public and private institutions; and with the financial sector to help accelerate and scale up conservation efforts and a just transition from fossil fuels.

This framework is delivered by:

- Undertaking systematic analysis and management of significant risks and opportunities associated with specific engagements, including the commitments and actions of the companies concerned;
- Building a transparent, trusted and honest relationship with collaborating companies and governments through open communication and the provision of information and advice;
- Ensuring direct and sustained consultation with relevant IUCN Members and Regional Offices with respect to specific place-based engagements;
- Promoting science and evidence-based mutual learning;
- Considering wider landscapes and context;
- Enhancing capacity with key stakeholders, principally companies and governments;
- Championing the application of rights-based approaches; and
- Providing input into, and adopting, relevant sustainability standards and certification schemes.

Annex I. Potential tools and approaches

This framework proposes a number of relevant approaches for engaging the extractives sector, such as:

Project development, standard and tool application:

- ✓ *Build operational and policy engagements around a **robust application of the mitigation hierarchy**, in particular toward No Net Loss and preferably Biodiversity Net Gain, as described in IUCN's Biodiversity Offset Policy (technical assistance)*
- ✓ *Develop approaches, frameworks and tools to measure biodiversity footprint and monitor progress in impact reduction and positive contributions to nature*
- ✓ *Developing **approaches** to mitigate and avoid unintended consequences on people and nature with new energy models (guidance)*
- ✓ *Developing guidance on clarification of the role of nature in **decarbonisation strategies** (guidance)*
- ✓ *Facilitate **evidence-based, science-led solutions to major environmental challenges** associated with the industry (e.g. ISTAPs, NBS). (technical assistance)*
- ✓ *Convene experts (e.g. BNG Protocol, Advisory Committees) to **provide targeted and timely advice** to operators seeking to improve their practices. (third party assurance)*
- ✓ *Promote and facilitate **data analysis**, synthesis and utilisation for management purposes, especially IUCN-backed tools (e.g., IBAT, Red List, WDPA, STAR, Nature Based Solutions Standard, etc.) (technical assistance, third party review)*

At landscape and sectoral level:

- ✓ *Ensure that **appropriate policy and enabling environments** are in place at national, regional and global levels. (policy influence)*
- ✓ *Support actions that facilitate an **accelerated trajectory towards a low carbon economic model**, including enhancing the contribution of non-state actors.*
- ✓ *Develop **public and private partnerships** to foster climate and biodiversity policy implementation at regional, national and subnational level (policy influencing and implementation)*
- ✓ ***Mobilise finance** and develop financing mechanisms with private and public stakeholders to scale nature-based solutions up at landscape level (e.g. SCF, Nature + Accelerator) (financing)*
- ✓ *Advocate for and advise on the **inclusion of operational best practice in regulatory and lending requirements**, including: recognising and reducing operational impacts and risks, promoting Biodiversity Net Gain, encouraging landscape and seascape approaches (e.g., Biodiversity Offsets Policy, KBA Guidelines). (policy influence)*
- ✓ *Drive the **implementation of best practices** across the sector, from the local operations to commitments at company level to industry-wide standards and norms (e.g. through third party organisations).*
- ✓ *Challenge, promote and enable transparency and **improvements in corporate and governmental policies**, in particular with landscape planning, impact assessments and the establishment and reporting of biodiversity targets. (policy influence).*

Annex III. Select Relevant IUCN Resolutions and Recommendations

[WCC 2020 Res 033](#) : Promoting biodiversity preservation through environmentally friendly energy transformation measures

[WCC 2016 Res 056](#) , IUCN response to the Paris Climate Change Agreement

[WCC 2016 Res 066](#) , Strengthening corporate biodiversity measurement, valuation and reporting

[WCC 2016 Res 054](#): Protecting the world's greatest salmon fishery in Bristol Bay, Alaska from large-scale mining

[WCC 2016 Res 053](#): Protecting coastal and marine environments from mining waste

[WCC 2016 Rec 102](#): Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development

[WCC 2012 Res 102](#): Human rights and access to natural resources in Latin America

[WCC 2012 Res 090](#): Exploration for and exploitation of unconventional gas or liquid fossil fuels

[WCC 2012 Res 079](#): Protection of the deep ocean ecosystem and biodiversity from the threats of sea bed mining

[WCC 2008 RES 089](#): Establishing the IUCN Extractive Industry Responsibility Initiative

[WCC 2008 REC 136](#): Biodiversity, protected areas, indigenous peoples and mining activities

[WCC 2004 RES 059](#): IUCN's energy-related work relevant to biodiversity conservation

[WCC 2004 REC 082](#): The Extractive Industries Review

[WCC 2000 REC 082](#): Protection and conservation of biological diversity of protected areas from the negative impacts of m

ⁱ The oil and gas sector refers to energy companies that extract oil and gas as part of their energy portfolio